

IFIB-ACT-SACT-24-01 PART B



NORTH ATLANTIC TREATY ORGANISATION

HEADQUARTERS SUPREME ALLIED COMMANDER TRANSFORMATION

7857 BLANDY ROAD, SUITE 100

NORFOLK, VIRGINIA, 23551-2490

Invitation

For International Bidding

IFIB-ACT-SACT-24-01 (PART B)

Amendment #1 Changes in red font

CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS)

IFIB-ACT-SACT-24-01 PART B

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BIDDING INSTRUCTIONS

1. General

(a) This is a **Firm Fixed Price Level of Effort** contract in accordance with the HQ SACT General Terms and Conditions; **Contract Award is contingent upon funding availability; Partial bidding is allowed unless otherwise stated within the labour category description. Labour categories LC18 – LC22 shall be awarded to a single supplier**

2. Classification

(a) This Invitation for International Bidding (IFIB) is a NATO UNCLASSIFIED document.

3. Definitions

(a) The “Prospective Bidder” shall refer to the entity that has indicated thereon its intention without commitment, to participate in this IFIB.

(b) The term “Bidder” shall refer to the bidding entity that has completed a bid in response to this IFIB.

(c) The term “Contractor” shall refer to the bidding entity to whom the contract is awarded.

(d) The term “Contracting Officer” designates the official who executes this IFIB on behalf of HQ SACT.

(e) “Contracting Officer’s Technical Representative” or “COTR” is the official who is appointed for the purpose of determining compliance of the successful bid, per the technical specifications.

(f) The term “HQ SACT” shall refer to Headquarters Supreme Allied Commander Transformation.

(g) The term “ACT” shall refer to Allied Command Transformation.

(h) The term “NATO” shall refer to the North Atlantic Treaty Organization.

(i) The term “days” as used in this IFIB shall, unless otherwise stated, be interpreted as meaning calendar days.

4. Eligibility

(a) This IFIB is open to governmental or commercial entities:

(b) Established in a North Atlantic Treaty Organisation Alliance member nation.

(c) Working in the required field of study and legally authorised to operate in the country and countries in which this contract is to be performed, at the time of bidding. Has performed the desired past performance including size, cost and scope, as described in this IFIB.

(d) All proposed key personnel on this requirement must be citizens of a NATO member nation.

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5. Duration of Contract

(a) The contract awarded shall be effective upon date of award.

(b) Period of Performance:

1) Base Period: 02 January 2024 – 31 December 2024,
Option Period One: 1 January 2025 – 31 December 2025,
Option Period Two: 1 January 2026 – 31 December 2026,
Option Period Three: 1 January 2027 – 31 December 2027,
Option Period Four: 1 January 2028 – 31 December 2028.

2) Each Labour Category will have specific Periods of Performance identified, which can differ from the above dates.

3) Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

6. Exemption of Taxes

(a) In accordance with the agreements (Article VIII of the Paris Protocol dated, 28 August 1952) goods and services under this contract are exempt from taxes, duties and similar charges.

7. Amendment or Cancellation

(a) HQ SACT reserves the right to amend or delete any one or more of the terms, conditions or provisions of the IFIB prior to the date set for bid closing. A solicitation amendment or amendments shall announce such action.

(b) HQ SACT reserves the right to cancel, at any time, this IFIB either partially or in its entirety. No legal liability on the part of HQ SACT shall be considered for recovery of costs in connection to bid preparation. All efforts undertaken by any bidder shall be done considering and accepting, that no costs shall be recovered from HQ SACT. If this IFIB is cancelled, any/all received bids shall be returned unopened, per the bidder's request.

8. Bidder Clarifications

(a) Prospective Bidders should seek clarification at their earliest convenience. Any explanation regarding the meaning or interpretation of this IFIB, terms, clause, provision or specifications, shall be requested in writing, from the Contracting Officer. All Contracting Officers listed on this IFIB must receive such requests via email for clarification no later than **15 December 2023**.

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- (b) In lieu of a bidder's conference, HQ SACT invites bidders to submit technical and contractual questions not later than **15 December 2023**.
- (c) Information in response to all inquiries / requests for clarification to a prospective bidder shall be furnished to all prospective bidders at the following link: <http://www.act.nato.int/contracting> as a Question and Answer addendum. All such addendums and any necessary solicitation amendments shall be incorporated into this IFIB. Verbal Interpretations shall not be binding.

9. Bid closing date

- (a) Bids shall be received at HQ SACT, Purchasing and Contracting Office, no later than **09 January 2024, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**. No bids shall be accepted after this date and time. **No hard copy proposals will be accepted**. Please see paragraph 12 for more details.

10. Bid Validity

- (a) Bids shall remain valid for a period of one hundred and twenty days (120) from the applicable closing date set forth within this IFIB. HQ SACT reserves the right to request an extension of validity. Bidder shall be entitled to either grant or deny this extension of validity. HQ SACT shall automatically consider a denial to extend the validity as a withdrawal of the bid.

11. Content of Proposal

The proposal shall consist of 2 separate single PDF documents (Technical / Price) sent via e-mail as per the instructions. No hard copy proposals will be accepted. The E-mailed PDF documents shall be received no later than **09 January 2024, 0900 hours, Eastern Standard Time, Norfolk, Virginia, USA**.

- (a) A table of contents for the entire proposal (See Enclosure #1);
- (b) The bidder's full name, address, Point of Contacts, Telephone, Fax number; Internet site;
- (c) Compliance statement (See Enclosure#2);
- (d) Past performance (See Enclosure #3);
- (e) List of key personnel.
- (f) Provision of technical and price volumes (See Enclosure #4 –Excel Spreadsheet);
- (g) Best Value Compliance matrix (See Annex A to Statement of Work).

12. Proposal Submission

- (a) Proposals shall be submitted electronically in a two separate PDF documents, one containing the **Technical Proposal** and one containing the **Price Proposal**,

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each e- mailed separately to:

Technical proposal: techproposal@act.nato.int Price proposal:
priceproposal@act.nato.int

- (b) E-mail subjects shall include the solicitation information along with **company name** (for example: IFIB -ACT-SACT-24-01_Part_B_Tech_ABC Inc. / IFIB -ACT-SACT-24- 01_Part_B_Price_ABC Inc.). **Allow sufficient time in sending your submission should you encounter e-mail size challenges.**
- (c) **Price proposals shall be in U.S. Dollar currency.** Contractor may request payment post award in alternate currency based on agreed conversion rate.
- (d) Prices shall be on a **Firm Fixed Price Basis** and include any relevant discount schedule.
- (e) No verbal bids or verbal modifications or telephonic bids shall be considered.
- (f) It is the ultimate responsibility of a prospective bidder prior to submission that all proposal submissions are reviewed to ensure they meet the technical, contractual and administrative specifications and that offers meet the limitations and expressed conditions.

13. Late Proposals

- (a) It is solely the bidder`s responsibility that every effort is made to ensure that the proposal reaches HQ SACT prior to the established closing date and time. No late bids shall be considered.

A delay in an e-mail exchange due to server or size restrictions does not constitute a delay by NATO.

14. Bid Withdrawal

- (a) A bidder may withdraw their bid up to the date and time specified for bid closing. Such a withdrawal must be completed in writing with attention to the HQ SACT Contracting Officer. As this is a best value evaluation, contractor pricing will be opened and held within the contract file, whether considered or not. A bid withdraw will be annotated on the Contract Award Report.

15. Bid Evaluation

- (a) The evaluation of bids and determination as to the responsiveness and technical adequacy or technical compliance, of the products or services requested, shall be the responsibility of HQ SACT. Such determinations shall be consistent with the evaluation criteria specified in the IFIB. HQ SACT is not responsible for any content that is not clearly identified in any proposal package.
- (b) Due to the highly technical nature of these requirements, HQ SACT reserves the

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right conduct pre-award discussions with proposed key personnel to accurately assess identified technical competencies. Discussions will be limited to scope of this IFIB and the evaluation criteria identified.

- (c) Proposals shall be evaluated and awarded taking into consideration of the following factors:

- 1) Successful administrative submission of bid packages as requested in paragraph 11 and as listed in this IFIB.
- 2) Successful determination of compliance. (Compliant/Non-compliant).
- 3) Technical factors / pricing factors rated the following: Technical / Price = **70/30 (Best Value Compliant Offer)**.
- 4) The overall proposed hourly rates and the total hours indicated in the solicitation will be the basis of the Price Evaluation.
- 5) Technical clarifications as determined may be conducted.
- 6) Acceptance of HQ SACT General Terms and Conditions.

16. Proposal Clarifications

- (a) During the entire evaluation process HQ SACT reserves the right to discuss any bid with the order to clarify what is offered and interpretation of language within the bid, to resolve in potential areas of concern.

17. Award

- (a) HQ SACT intends to award a firm fixed price contract(s) to the Offeror(s) whose proposal(s) represents the **Best Value** offer to NATO. **Partial awards are authorized unless otherwise stated in the individual labour category.**
- (b) Labour categories LC18 – LC 22 shall be awarded to only one company**
- (c) HQ SACT will collect information from references provided by the Offeror in regard to its past performance. Contractors must provide authorization to contact references.
- (d) HQ SACT reserves the right to negotiate minor deviations to the listed General Terms and Conditions to this IFIB.

18. Communications

- (a) All communication related to this IFIB, between a prospective bidder and HQ SACT shall only be through the nominated HQ SACT Contracting Officer. Designated contracting staff shall assist the HQ SACT Contracting Officer in the administrative process. There shall be no contact with other HQ SACT personnel in regards to this IFIB. Such adherence shall ensure Fair and Open Competition with equal consideration and competitive footing leverage to all interested parties.

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19. Terms & Conditions:

HQ SACT GENERAL TERMS AND CONDITIONS DATED 3 October 2023 ARE APPLICABLE TO THIS PROCUREMENT AND CAN BE LOCATED ON THE ACT WEBSITE AT WWW.ACT.NATO.INT/CONTRACTING UNDER CONTRACTOR INFORMATION

20. Points of Contact:

(PLEASE INCLUDE ALL THREE BELOW ON ALL CORRESPONDENCE)

- (a) Tonya Bonilla, ACT Contracting Officer, 757-747-3575,
tonya.bonilla@act.nato.int
- (b) Catherine Giglio, ACT Contracting Officer, 757-747-3856,
Catherine.Giglio@act.nato.int
- (c) Robert McMaster, ACT Contracting Support, Email only:
Robert.mcmaster@act.nato.int

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Enclosure 1: Proposal Content / Checklist

PROPOSAL CONTENT / CHECKLIST

Table of Contents

- Bidder's name, address, POC, Contact numbers, email address.
- Compliance Statement.
- Past Performance (including References).
- List of Key Personnel.
- Technical Proposal.
- Price Proposal (Excel worksheet – Annex A - provides mandatory price proposal format)

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Enclosure 2: Compliance Statement

COMPLIANCE STATEMENT TO SEALED BID IFIB-ACT-SACT-24-01 (Part B)

It is hereby stated that our company has read and understands all documentation issued as part of IFIB-ACT-SACT-24-01 (PART B). Our company proposal submitted in response to the referenced solicitation is fully compliant with the provisions of IFIB-ACT-SACT-24-01 (PART B) and the intended contract with the following exception(s); such exemptions are considered non-substantial to the HQ SACT solicitation provisions issued.

Clause

Description of Minor Deviation.

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Company: _____ Signature: _____

Name & Title: _____ Date: _____

Company Bid Reference: _____

Bidder's proposal must be based on full compliance with the terms, conditions and requirements of the IFIB and all future clarifications and/or amendments. The bidder may offer variations in specific implementation and operational details provided that the functional and performance requirements are fully satisfied. In case of conflict between the compliance statement and the detailed evidence or explanation furnished, the detailed evidence/comments shall take precedence/priority for the actual determination of compliance. Minor or non-substantial deviations may be accepted. Substantial changes shall be considered non-responsive.

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Enclosure 3: Past Performance Information Form

(Company is required to submit minimum of one.)

PAST PERFORMANCE INFORMATION FORM

(a) Contracting Entity:

(b) Contract No:

(c) Type of Contract (Firm Fixed Price, IDIQ, Requirements):

(d) Title of Contract:

(e) Description of Work Performance and Relevance to Current Acquisition

(Type of facility, capacity, estimated patronage, summary of staff used):

(f) Contract Dollar Amount:

(g) Period of Performance:

(h) Name, Address, Fax and Telephone No. of Reference:

(i) Indicate Whether Reference Acted as Prime or Sub-contractor:

(j) Comments regarding compliance with contract terms and conditions:

(k) Complete Contact Information for client:

(l) Permission to contact client for reference: Yes/ No

Name/Signature of Authorized Company Official

This Enclosure is designed to assist the respective company provide HQ SACT with all necessary documents/information required. For clarification, please refer to bidding instructions in part 1 of subject solicitation.

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Enclosure 4 – Mandatory Price Proposal Excel Spreadsheet

Pricing shall be submitted using the excel workbook provided. Bidders may elect to submit a second PDF proposal for pricing as long as the excel workbook is provided as well.

Formulas have been added for convenience, however it is the company's responsibility to ensure that the formulas are correctly reflecting your expected bid proposal value.

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ANNEX A STATEMENT OF WORK (SOW) FOR CAPABILITY DEVELOPMENT MANAGEMENT SUPPORT (CDMS) (24-01 PART B)

1. Introduction

a. **Allied Command Transformation (ACT)** is NATO's leading agent for change: driving, facilitating, and advocating the continuous improvement of Alliance capabilities to maintain and enhance the military relevance and effectiveness of the Alliance. The main objectives of ACT are: providing appropriate support to NATO missions and operations; leading NATO military transformation; improving relationships, interaction and practical cooperation with partners, nations and international organizations. ACT therefore leads Alliance concept development, capability development, training and lessons learned initiatives and provides unfettered military support to policy development within NATO.

b. **DCOS Capability Development (CAPDEV)** acts as the Supreme Allied Commander Transformation's Director for guidance, direction and co-ordination of the activities and resources of the Capability Development Directorate. CAPDEV is responsible to:

Identify and prioritize Alliance capability shortfalls from short to long term, along a continuum of holistic capability development.

Lead the determination of required capabilities and prioritization of shortfalls to inform the delivery of materiel and non-materiel solutions across the Doctrine, Organization, Training, Material, and Leadership, Personnel, Facilities and Interoperability (DOTMLPFI) lines of effort to enable a holistic approach to capability development, ensuring improved interoperability, deplorability and sustainability of Alliance Forces.

c. **The Requirements Division** will execute all tasks and activities needed to support requirements management for NATO capabilities. The Requirements Division will develop requirements, provide traceability and quality assurance of requirements, and implement options across DOTMLPFI in order to satisfy capability needs.

d. **The Capability Requirements (CR) Branch** will develop the Capability Requirements Brief and recommended courses of action to resolve issues associated with through the life cycle management of requirements using matrixed, cross-functional project- specific Requirements Management teams. The branch provides requirements development, traceability and quality assurance support; analysis support; and interoperability standards and requirements information to Capability Programme Managers and projects. The contractual support that is in direct support of this Branch will be based in Norfolk, Virginia, USA.

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e. **The Requirements Forward Branch (Mons)** is responsible for conducting requirements development and management representation and engagement related functions in Europe. The branch provides support to the NATO processes. The branch consists of a competency-aligned structure to support appropriate requirements analysis, development, management, and monitoring activities in accordance with SACT direction and guidance. The contractual support that is in direct support of this Branch will be based in Mons, Belgium.

f. **The Capability Division** coordinates the development of capabilities from capability planning through acceptance and then disposal with management entities, NATO Headquarters staff and the NATO Governance Structure. This entails synchronizing horizontally across capabilities to achieve coherent efforts and outcomes. The Division also provides military advice to NATO policy development as well as development of the NATO Enterprise and capability architectures. This entails coordination, participation and use of Analysis of Alternatives, Concepts, Wargaming, and experimentation to develop a comprehensive, holistic through lifecycle plan for a capability. This Division is responsible for developing the Capability Programme Plan with support from the NATO Agencies and ACO. This involves the development of the products to be submitted to Governance for approval. Furthermore, the Division develops acceptance plans with management level stakeholders, oversees the execution of acceptance plans, and the development of the report to be approved by ACO. Finally, the Division develops and oversees coordination and development of disposal plans for any legacy capabilities with a focus on rapid transition and cost savings.

g. **The Capability Forward Branch (Mons)** coordinates with ACO, NCIA, NSPA, NATO HQ, territorial Host Nations, and NATO Centres of Excellence (COEs) in support of the development of capabilities. The Branch is a supporting entity to the programme directors of NATO capability delivery. The Branch supports the development of capability programme plans to meet the operational requirements in a through lifecycle approach. It synchronizes and aligns efforts. The Branch supports capability development through a competency-aligned structure to support appropriate deliverable, product, programme, and project activities including those related to Cyberspace.

h. **Strategic Plans and Policy (SPP)** supports Allied Command Transformation in formalizing military advice to shape future military strategy, political guidance, and other policy documents in support of NATO's strategic objectives. The directorate is responsible for drafting the Strategic Foresight Analysis and the Framework for Future Alliance Operations, as well as, other military concepts that shape future strategies, political guidance, our relations with partner nations and other international organizations – including the NATO Defence Planning Process. All of this work supports NATO preparation for future challenges and threats and seizes emerging opportunities to help shape the future. Rewriting policy documents, work in

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Resilience, Partnerships and Academic Outreach steward many of the activities of this directorate.

i. **Joint Force Development (JFD)** is responsible for the direction and coordination of education and individual training (E&IT) and the management of warfare development activities within collective training and exercises (CT&E).

Responsibilities include:

Direction and coordination of E&IT within ACT and ACO and in support of NATO HQ, Management of warfare development activities within CT&E supporting SACEUR and NATO HQ, Acting as the principal advisor to SACT on all subjects related to NATO Education, Training, Exercises and Evaluations (ETEE), Coordination of Partner and non-NATO E&IT, Development and maintenance of concepts and doctrines related to NATO E&IT, Integration of concepts and doctrine into E&T, Maintaining relationships with NATO and other Education and Training Facilities ((N)ETFs), Centres of Excellence (COEs) and Partner Training and Education Centres (PTECs), Monitoring technological trends in NATO E&T with regard to transformational relevance, and Initiating transformational activities based on E&T analysis.

2. Type of Contract and Period of Performance

a. Type of Contract

Firm Fixed Price Services Contract in accordance with the General Terms and Conditions: as such it is a Level of Effort contract with a maximum limit or fraction thereof as set forth in the Statement of Work. All employer responsibilities for the Contractor personnel performing under this Contract shall lie with the Contractor.

b. Period of Performance

Period of Performance (unless otherwise stated in the Statement of Work (SOW).

Base Period: 01 January 2024-31 December 2024

(Expected start for Base Period (Part B)): 05 February 2024 – 31 December 2024,

Option Period One: 1 January 2025 – 31 December 2025,

Option Period Two: 1 January 2026 – 31 December 2026,

Option Period Three: 1 January 2027 – 31 December 2027,

Option Period Four: 1 January 2028 – 31 December 2028

Each Labour Category will have specific Periods of Performance identified, which can differ from the above dates. HQ SACT has identified the expected period of performance within each labour category for transparency; however reserves the right to modify the labour category POP to align with the full scope of the contract POP should new requirements emerge.

Option periods shall be exercised at the sole discretion of the HQ SACT Contracting Officer, based on satisfactory work performance, availability of funding, and ongoing evolving requirements.

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3. Level of Effort

One man year per annum with 1800 hours of service to be rendered by each LABOR category of the contract personnel.

4. Surge Capability

A surge capability requirement is included to have a contract vehicle in place should emerging circumstances require a quick and temporary increase in contractor support (LOE or Deliverable) to meet new requirements within the scope of the existing Statement of Work. The Supplier shall be prepared to provide support services per labour category described above. The contractor shall be prepared to evaluate requirements and submit a price proposal for any new in scope requirement for consideration by HQ SACT. Surge proposals will be evaluated by the Contracting Officer for fair and reasonable pricing and should be developed based upon the same pricing structure as the original contract proposal. The rate for surge effort shall not exceed the base/option year rate. Surge requirements will be incorporated by formal contract modification. Requests for pricing are made on a non-committal basis and do not constitute a formal commitment by HQ SACT to contract for additional work; supplier will not be reimbursed costs for preparing price proposals or other related expenses in response to a surge request.

HQ SACT surge efforts will not exceed 80% of the annual contract value or 80% of the cumulative contract value. Requests to surge from other organisations outside of HQ SACT are not counted against the HQ SACT when calculating the surge tolerances.

5. Place of Performance

Place of Performance is captured beneath each identified Labour Category within the Statement of Work (SOW).

6. Partial Bidding

Partial bidding is allowed per individual Labour Category unless otherwise stated. Bidders shall only submit the number of candidates requested within each Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour Category, etc.)

Labour categories LC18 – LC22 shall be awarded to a single supplier

7. Proof of Past Performance

The Contractor is to provide a minimum of one (1) past performance citations (for work within the past seven years, unless specified differently within each Labour Category) to show that it has successfully completed work that is similar in size, scope and nature to the requirements outlined in this SOW. References may be submitted in lieu of past performance citations. The citations/references shall include the following information at a minimum:

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- a. Summary of work performed that is similar to or directly relates to this SOW in size, scope and value.
- b. Status of work (i.e. on-going, complete).
- c. Date of work performance.
- d. Name of client/reference.
- e. Complete contact information for client/reference.
- f. Permission to contact client for reference.

8. Contractor Technical Evaluation / Contractor Supervision

Contractor personnel shall report to and receive technical guidance from the COTR while executing this SOW. The COTR can recommend to the Contracting Officer (who has final authority) that the contract/SOW be amended, extended, or cancelled for evolving requirements, new tasking, and/or technical non-performance. The COTR shall provide direction, guidance, access to subject matter experts (SMEs) and support information, as needed (within scope). The COTR shall:

- a. Resolve outstanding disputes, problems, deficiencies, and/or questions on the technical aspects of the SOW.
- b. Review (and approve) all contractor tasking and deliverables for completeness and accuracy.

The COTR shall review the Contractor's work at regular intervals as required. The COTR's written approval of work reported and deliverables submitted is mandatory for Contractor invoices to be successfully processed.

9. Contract Reporting

The Contractor shall submit a monthly report to the COTR and the Contracting Officer, detailing progress on the SOW for the reporting period. The report shall include, but not be limited to, the following information:

- a. Summary of work (by contractor position) for tasking and deliverables for the reporting period.
- b. Contract hours expended showing a comparison with budgeted hours.
- c. Current or anticipated problems/deficiencies and recommended solution.

The COTR may amend the reporting requirements to receive alternate and/or additional data and information on a more frequent or less frequent basis, and may request other reports that detail designated aspects of the work or methods to remedy problems and deficiencies. The Contracting Officer shall receive a minimum of a monthly report, regardless of COTR changes. However, note that the report is NOT a deliverable subject to acceptance. The Contractor is expected to work closely with ACT personnel, ACO staff, the user community and SMEs. Consequently, the

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Contractor is expected to promptly address all identified problems and deficiencies, providing the COTR with written information on how problem shall be corrected and any impact to on-going work.

10. Furnished Materials

For on-site work, HQ SACT shall provide all necessary working space; office furniture; telephones; computers, software, peripherals, and support equipment; office supplies; classified/unclassified storage space; and access to unclassified and classified NATO wide area networks (WAN) (granted on an as needed basis to individuals with appropriate security clearances) and the Internet for work to be performed at all NATO sites.

Contractor personnel are not authorized to make any permanent/semi-permanent physical modifications to the HQ SACT facilities. Contractors shall have full access the Microsoft Office Suite, as well as Microsoft Project. HQ SACT shall not furnish computers and support equipment to contractors proposing to work remotely; reference individual labour categories for equipment requirements.

11. Security

a. Personnel Clearances

Contractor personnel shall be responsible for obtaining all needed security clearances prior to starting work at HQ SACT. No clearance or waiver to this requirement shall be granted, and no Contractor shall be assigned without having the needed clearance in place. If the Contractor Company cannot assign personnel with the required SECRET security clearance on the start date, the company shall be liable for bid non-compliance or immediate contract termination. The Contractor Company must provide advance written proof of the ability to assign fully cleared personnel prior to contract award/start. The Contractor Company is fully responsible for arranging all work visas.

b. Security Conditions

The Contractors must adhere to current security conditions at SACT HQ and other work sites. Contractor personnel shall comply with all local host nation and NATO security provisions and other policies and procedures, as required. The possible security classification of the deliverables under this contract may range from not classified through NATO Secret.

c. Building / Installation Access

The Contractors are fully responsible for ensuring that they have all needed vehicle passes and decals, and individual access badges and documents for appropriate access to HQ SACT facility. The Contractor Company shall submit

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requests for site access to SACT HQ, Attention Security Office, 7857 Blandy Road, Suite 100, Norfolk, VA 23551-2490.

d. Electronic Devices

All Contractor personnel shall abide by the security restrictions regarding carrying and using electronic devices (e.g., laptops, cell phones) in HQ SACT. The Contractor shall be responsible for satisfying the necessary clearance from the HQ SACT Security Office before bringing any such device into HQ SACT work environment.

12. LABOR CATEGORIES:

Bidders shall only submit the number of candidates requested within each Labour Category (i.e. if three candidates are identified in one Labour Category, then the company shall submit no more than three candidates for that Labour Category.) CVs are required and should be limited to 5 pages in length using 11 font or higher.

Labour Categories 1 – 11 awarded on Part A

Labour categories LC18 – LC22 shall be awarded to only one company.

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LABOR CATEGORY #12 – CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT – STRATEGIC MANAGEMENT

Location: Norfolk, VA on Site:

Number of Candidates: One Candidate

Period of Performance:

Base Period: 05 February 2024 – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Tasking:

1. Write well-developed reports, briefings, point papers and plans (as required).
2. Conduct data gathering, collating and analysing of requirements to develop comprehensive studies and reports.
3. Work across the Command (Directorates and Joint Centres) and externally with other BHs/stakeholders to define, collate, prioritize and justify military requirements in the Medium Term Military Plan (MTMP) and Medium Term Resource Plan (MTRP).
4. Conduct prioritization and risk analyses on military requirements to ensure the Governing Bodies, comprised of national delegates from all NATO nations, fully understand the requirements, operational risk and prioritisation to support funding decisions.
5. Develop justifications and briefings to support SACT's discussions with the IMS, the IS-NOR and Nations in the MCWG (P&C), MCWG (Resources) and the RPPB with the aim to defend and clarify the BHs' input to the NATO Common Funded Resource Plan.
6. Adapt the MTMP/MTRP to the new capability-based Requirement Area Framework.
7. Contribute to the development/revision/implementation of the Warfare Development 5 year plan (WD5) and 1-year Warfare Development plan.
8. Document lessons identified/learned and draft ACT's inputs to the revision of Resource Directives e.g. MC 0680–The Military Contribution to the Resource Planning Process.
9. Conduct analysis and develop business cases to identify common funding efficiencies for enduring savings in the Military Budget.
10. From ACT's perspective, evaluate the NATO Common Funded Resource Planning process and propose methods and tools to automate, speed and mistake proof the process.
11. Support the Branch's work in Portfolio Management, Warfare Development Planning and Annual Reporting.

Essential Qualifications:

1. University/ Bachelor's degree in business, economics, administration, management, resourcing or risk management. Five years' equivalent experience in business, economics, administration, management or resourcing will be accepted in lieu of the degree.
2. Five years in the last 10 working in the field of business, economics, administration, management, resourcing or risk management.

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3. Programme or project experience in the past 10 years within a complex and dynamic environment.
4. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers.
5. Demonstrate 3 years in the last 10 a sound knowledge of resourcing processes.
6. Demonstrate 3 years in the last 10 experience in national or multinational resource planning.
7. Experience in risk assessment.
8. Experience with lean processes.
9. Experience in national or multinational budget development.
10. Experience with MS Project.

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #12 - CONTRACTOR SUPPORT TO REQUIREMENTS MANAGEMENT – STRATEGIC MANAGEMENT

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that the incumbent has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 40 Points in the Subject Matter Expert Criteria.		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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Item	<p style="text-align: center;">Range</p> <p>Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED</p>	<p>Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p>Score (100 pts possible)</p>
<p>1. A University/ Bachelor’s degree in business, economics, administration, management, resourcing or risk management or five years’ equivalent experience in business, economics, administration, management or resourcing will be accepted in lieu of the degree.</p>	<p>Non-compliant: 0 points</p> <p>No degree / previous experience: 1-5 points</p> <p>Bachelor’s Degree with Experience: 6-12 Points</p> <p>Master’s Degree With Experience: 13-22 points</p>		
<p>2. 5 years in the last 10 in the field of business, economics, administration, management, resourcing or risk management.</p>	<p>One point per year for up to two disciplines. 1-10 points</p>		
<p>3. Programme or project experience in the past 10 years within a complex and dynamic environment.</p>	<p>1-10 points (one point per year experience)</p>		
<p>4. Demonstrate 3 years in the last 10 experience in briefing senior leaders/decision makers.</p>	<p>3 years; 1 point 4-10 years; 2-6 points</p>		
<p>5. Demonstrate 3 years in the last 10 a sound knowledge of resourcing processes.</p>	<p>3 years; 1 point 4-10 years; 2-6 points</p>		
<p>6. Demonstrate 3 years in the last 10 experience in national or multinational resource planning.</p>	<p>3 years; 1 point 4-10 years; 2-6 points</p>		

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7. Experience in risk assessment.	Yes (2-10 Points) No (1 Points)		
8. Experience with lean processes.	Yes (2-10 Points) No (1 Points)		
9. Experience in national or multinational budget development.	Yes (2-10 Points) No (1 Points)		
10. Experience with MS Projects	Yes (2-10 Points) No (1 Points)		

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LABOR CATEGORY #13 – BMD CONTRACTOR SUPPORT TO AIRC2/IAMD BRANCH / BMD SECTION

Location: Mons, BEL (on site)

Number of Candidates: **Two Candidates**

Period of Performance:

Base Period: 1 January 2024 (date of award) – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Support the BMD Programme Director in the definition and execution:
 - a. Update of the Programme Management Environment (programme management plan, risk and issue management tools, etc.) through full spectrum of DOTMLPFI;
 - b. Support all BMD Capability related activities; Coordination meetings, Testing Events, Assessment,
2. Support BMD-POW planning and execution:
 - a. Support maintaining 5-year BMD-POW plan in line with BMD Capability deliveries considering full DOTMLPFI aspects.
 - b. Coordinate and prepare annual BM-POW related documents and present/defend in various budget, governance meetings.
3. Support Branch's NIAG (NATO Industry Advisory Group) studies on IAMD related topics, challenges and issues.
4. Provide SME support on (T)BMD and IAMD matters to various entities, relevant working groups; such as COEs, NATO-2030, MDO, e.g.
5. Maintain a comprehensive knowledge and oversight over the planning and execution of all BMD-related projects develops and manage the BMD Programme Plan, for all the deliverables correlated with the life-cycle and the progressive and incremental implementation of BMC3I.
6. Provides the BMD Programme Director with the programmatic data, as required, and executes the plans in Quality Assurance, in terms of cost, scope, schedule, performance and risk management, against agreed tolerances; needs to have relevant skill set and experience for this role.
7. Contributes to the acceptance, testing and documentation of BMD-related capabilities and supports their transition to operation.
8. Maintains a five year Programme of Work (POW), with associated resources and deliverables, and execute it in coordination with the related Programme Director, Science and Technology, Research and Development, Concept Development and Experimentation, and common-funded related-capability continuum of investments and activities.

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9. Supports the BMD capability life-cycle configuration and management structure, including chair or membership of various steering committees, working groups and subordinate committees.
10. Provides subject matter expertise (SME) or sponsors C2 or Communications and Information Services (CIS) works, related to any BMD outputs or other deliverables needed to support IAMD capability development.
11. Consolidates or coordinates reports to governance, supporting HQ SACT engagement with the relevant senior leaderships and other branches.
12. Engage with key stakeholders, in order to propose, develop and maintain associated Branch-level management planning products and processes.
13. Support development of the new CPPs, PPs and other supporting documents required during the base and option periods.
14. Liaise with other programmes or initiatives (e.g. Multi Domain Operations, Day Zero Secure Communications, Federated Mission Network, Digital Transformation...) in the aspects related to BMD/IAMD area.
15. Directly support to AirC2/IAMD Branch management planning via point papers, presentations and briefings.
16. Coordinate BMD Programme inputs and carry out minimum monthly updates to the ACT Information Hub.
17. Stakeholder engagement required to schedule and host BMD Coordination Meetings.
18. Maintain Branch-level documents repository, index and other tools.

Essential Qualifications:

1. Education:
 - a. University or Military College degree in either IT Engineering or Computer Science, or Communications, or Economics, or Business Administration or another related discipline.
2. Experience:
 - a. Minimum 3 years in the last 10 years of experience in the management of NATO/National defence programmes and/or projects;
 - b. Extensive knowledge and experience in dealing with NATO/National BMD/IAMD domain business, programmes, governance structure and stakeholders – min. 3 years in the last 10 years;
 - c. Knowledge about the NATO/governmental/corporate information flow and practical experience in business processes – minimum 3 years in the last 10 years;
3. Qualifications:
 - a. Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).
 - b. Availability to travel to any NATO entity within the 30 Nations (valid passport with no travel restrictions to NATO nations).
4. Desirable:
 - a. Experience in supporting & briefing senior leaders/decision makers;
 - b. Experience in formulating and drafting conceptual documents like visions, concepts, plans, requirements, point papers, thesis, roadmaps etc.;

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- c. Knowledge and practical experience managing NATO projects within capability package process as well as development of planning proposals within the Common Funded Capability Delivery Governance Model (CFCDGM).
 - d. Knowledge about C3 capability management in NATO.
 - e. Knowledge (certification) on Portfolio Management, MSP, PRINCE 2 and/or Agile or equivalent methodologies for programme/ project management;
 - f. Knowledge of the NATO Architecture Framework (NAFv4) methodology and practices.
 - g. Working knowledge of Configuration Management methods and practices.
 - h. 3 years of experience in the last 10 years with working in a National or NATO Strategic Command or Operational Command.
5. Resume of candidate must show education and professional experience directly related to this SOW. The resume must be included with the contractor's response to this SOW.

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #13 BMD/IAMD Contractor

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Note: Each candidate within this category must have their own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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<p align="center">Item</p>	<p align="center">Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p align="center">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p align="center">Score (100 pts possible)</p>
<p>1. University or Military College degree in either IT Engineering or Computer Science, or Communications, or Economics, or Business Administration or another related discipline.</p>	<p>No – 0 points Yes – 10 points</p>		
<p>2. Minimum 3 years in the last 10 years of experience in the management of NATO/National defence programmes and/or projects.</p>	<p>Less than 3 years - 0 points 3+ years — 1 - 10 points 5+ years – 11-15 points</p>		
<p>3. Extensive knowledge and experience in dealing with NATO/National BMD/IAMD domain business, programmes, governance structure and stakeholders – min. 3 years in the last 10 years.</p>	<p>Less than 3 years - 0 points 3+ years – 1-10 points 5+ years – 11-15 points</p>		
<p>4. Knowledge about the NATO/governmental/corporate information flow and practical experience in business processes – minimum 3 years in the last 10 years.</p>	<p>Less than 3 years - 0 points 3+ years – 1-7 points 5+ years – 8-10 points</p>		
<p>5. Demonstrated working level knowledge with MS Office tools (Outlook, Project, Word, Excel, PowerPoint and SharePoint).</p>	<p>Basic – 1 point Advanced – 2-3 points Expert (coding macros) – 4-5 points</p>		

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6. Availability to travel to any NATO entity within the 30 Nations (valid passport with no travel restrictions to NATO nations).	No – 1 point Yes – 2-5 points		
7. Experience in supporting & briefing senior leaders/decision makers	No – 1 point Yes – 2-5 points		
8. Experience in formulating and drafting conceptual documents like visions, concepts, plans, requirements, point papers, thesis, roadmaps etc.	No – 1 point Yes – 2-5 points		
9. Knowledge and practical experience managing NATO projects within capability package process as well as development of planning proposals within the Common Funded Capability Delivery Governance Model (CFCDGM).	No – 1 point Yes – 2-5 points		
10. Knowledge/experience in C3 capability management in NATO.	No – 1 point Yes – 2-5 points		
11. Knowledge (certification) on Portfolio Management, MSP, PRINCE 2 and/or Agile or equivalent methodologies for programme/ project management.	No certificate – 1 point Foundation – 2-3 points Practitioner – 4-5 points		
12. Knowledge of the NATO Architecture Framework (NAFv4) methodology and practices.	No – 1 point Yes – 2-5 points		
13. Working knowledge of Configuration Management methods and practices.	No – 1 point Yes – 2-5 points		
14. 3 years of experience in the last 10 years in working in a National or NATO Strategic Command or Operational Command	Less than 3 years - 1 Point 3+ years – 2-3 Points 5+ years – 1-5 points		

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LABOR CATEGORY #14 – SYSTEMS ENGINEERING CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3)

Location: Norfolk, VA, USA (On-site)

Number of Candidates: Two (2) Candidates

Period of Performance:

Base Period: Award – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. The NC3 Modernization Systems Engineering effort will create an NC3 MBSE (Model-Based Systems Engineering) reliability model to support the definitions of Performance of the future NC3 system. The reliability model will support the identification of detailed performance requirements and inform decision-making throughout the system development process.
 - a. Gather input from subject matter experts, system users, and other relevant parties.
 - b. Utilize Model-Based Systems Engineering (MBSE) techniques and tools to develop a model of the NC3 system that enables the assessment of Reliability, Availability and Maintainability (RAM) for the use of informing system requirements.
 - c. Represent system components, interfaces, functions, and their interactions within the model.
 - d. Define and incorporate relevant RAM metrics into the model. Ensure that the model captures the critical aspects of system RAM.
 - e. Use historical data, industry standards, and expert knowledge to make RAM predictions for future system components and subsystems and to inform overall system performance.
 - f. Perform sensitivity analysis within the model to understand how changes in component performance affect overall system performance.
 - g. Identify critical components and areas that require special attention.
 - h. Analyse and assess how potential risks could impact system performance and develop mitigation strategies.
 - i. Ensure that the model is integrated with other system models, such as functional models and architectural models.
 - j. Maintain consistency and traceability between different aspects of system engineering.
 - k. Validate the model against real-world data and historical performance. Verify that the model accurately represents the expected behaviour of the NC3 system.
 - l. Document the model, its assumptions, inputs, and outputs. Generate reports and documentation that communicate the results of performance analyses and predictions to stakeholders.

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- m. Continuously update and refine the model as new information becomes available and as the system evolves. Incorporate lessons learned from reliability assessments into future system development efforts.
 - n. Collaborate closely with the ACT NC3 Modernization Program staff, other subject matter experts, and other stakeholders to ensure that reliability considerations align with system requirements and goals.
2. NC3 Systems Engineering support to Project Proposal Development will serve to ensure that proposed projects align with technical requirements, feasibility, and sound engineering principles.
- a. Evaluate the technical feasibility of proposed projects by assessing whether the proposed solutions are technically viable.
 - b. Identify potential technical challenges and risks associated with project implementation.
 - c. Collaborate with project stakeholders to gather and analyse technical requirements. Ensure that project proposals address all relevant technical requirements and constraints.
 - d. Provide technical guidance on system architecture, components, and interfaces. Translate operational needs into clear and actionable technical specifications.
 - e. Define the integration strategy for the proposed project, including how it will interface with existing NC3 systems and other related programs.
 - f. Ensure that integration tasks are well-documented in the project proposal.
 - g. Identify potential technical risks associated with the proposed project. Develop risk mitigation plans and strategies to address technical challenges.
 - h. Collaborate with the NC3 Program Director, Project Coordinators and Host Nation/Territorial Host Nation Leads to assess the technical resources required for successful project execution.
 - i. Ensure that proposed projects adhere to technical standards and compliance requirements, including cybersecurity standards.
 - j. Verify that the project proposal includes plans for compliance testing and verification.
 - k. Collaborate with cost estimation analysts to estimate the technical costs associated with the project.
 - l. Prepare technical documentation, including inputs into system architecture diagrams and technical specifications.
 - m. Include references to relevant technical documentation in the project proposal.
 - n. Plan and conduct technical reviews and audits of the project proposal to assess its technical soundness. Address any technical issues or gaps identified during reviews.
 - o. Ensure that the proposed project aligns with the broader NC3 objectives, strategic goals, and benefits/outcomes. Verify that the project contributes to the enhancement of NC3 capabilities.
 - p. Define technical evaluation criteria and metrics that will be used to assess project proposals objectively.
 - q. Serve as a technical subject matter expert (SME) and advisor to project teams and proposal development teams. Provide technical guidance and recommendations to enhance the quality of project proposals.

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- r. Document all technical aspects of the project proposal, including technical approaches, methodologies, and assumptions.
- s. Generate technical reports and documentation as needed to support proposal submission.

Essential Qualifications:

1. Bachelors or Master's Degree: A degree in systems engineering, electrical engineering, computer science, or a related field. A Master's degree is preferred.
2. Certifications: Relevant certifications in systems engineering, MBSE methodologies (e.g., INCOSE CSEP or ESEP),
3. Proficient with project management methodologies and tools for effective project planning and execution (e.g., PMP or equivalent).
4. MBSE tool experience. Proficiency in using MBSE tools (such as: SysML, Cameo Systems Modeller, or similar.)
5. In-depth understanding of systems engineering processes, including requirements analysis, system design, integration, verification, and validation.
6. Proficient with RAM engineering principles and methodologies, including reliability modelling, analysis, and prediction.
7. Proficiency with cybersecurity principles and best practices, especially as they relate to critical infrastructure and communication systems.

The following competencies are desired but not included in the grading matrix

1. Possess a high level of organizational and coordination skills:
 - a. Capacity to work under general direction within a clear framework of accountability with substantial personal responsibility. Plan, schedule and monitor work activities in order to meet time and quality targets and in accordance with established procedures;
 - b. Ability to effectively multi-task and prioritize in a fast-paced environment;
 - c. Ability to effectively work in a cross-group collaborative environment, quickly understand the needs of HQ SACT and support the collective effort to reach the fixed objectives.
 - d. Work effectively as a member of a multi-national and multi-disciplinary team;
2. Have proven analyst skills:
 - a. Ability to quickly and efficiently sort through data to identify key issues or variables to consider in making important strategic decisions and to transform into staff products, reports, and analysis that can be consumed by a wide range of audiences;
 - b. Maintain awareness of developing trends and understand the implications of new concepts and technologies, in order to assess or evaluate risks;
 - c. Absorb new information rapidly and apply it effectively in relevant internal business areas or external agencies;
 - d. Select appropriately from applicable standards, methods, tools and applications;
 - e. Apply analytical and systematic approach to problem solving;
 - f. Summarize large amounts of written material;

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- g. Use contemporary office tools, including MS Office and communication systems.
3. Possess strong communication skills:
- a. Communicate and present complex information in English, both orally and in writing, effectively to specialist and non-specialist audience;
 - b. Ability to influence team and specialist peers;
 - c. Ability to prepare and develop for ACT leadership briefings, background papers, reports, and speeches.
 - d. Experience in facilitating mid-sized events (i.e. preparing and assisting presenters in the development of presentations and development of decision support briefings)

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #14 – SYSTEMS ENGINEERING CONTRACTOR SUPPORT – NUCLEAR CONSULTATION COMMAND & CONTROL (NC3)

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Note: Each candidate within this category must have their own compliance matrix.

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. A university degree in systems engineering, electrical engineering, computer science, or a related field. A Master's degree is preferred.	No Degree or experience: 0 points Bachelor's Degree or 6 years' experience: 1-10 points Master's Degree: 11-15 points		
2. Relevant certifications in systems engineering (e.g., INCOSE CSEP or ESEP)	No Certification: 0 points CSEP: 1-10 points ESEP: 11-20 points		
3. Possesses relevant certifications in Project Management (PMP or equivalent)	No: 1 points Yes: 2-10 points		
4. MBSE tool experience. Proficiency in using MBSE tools (such as: SysML, Cameo Systems Modeller, or similar.)	< 1 year: 0 points 1-4 years: 1-10 points > 5 years: 11-15 points		
5. In-depth understanding of systems engineering processes, including requirements analysis, system design, integration, verification, and validation.	< 1 year: 0 points 1-4 years: 1-10 points > 5 years: 11-15 points		
6. Proficient with RAM engineering principles and methodologies, including reliability modelling, analysis, and prediction.	< 1 year: 0 points 1-4 years: 1-10 points > 5 years: 11-15 points		
7. Proficiency with cybersecurity principles and best practices, especially as they relate to critical infrastructure and communication systems.	< 1 year: 1-5 points >1 year: 6-10 points		

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LABOR CATEGORY #15 – INFRASTRUCTURE PORTFOLIO ADMINISTRATIVE ASSISTANT

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance:

Base Period: Contract award – 31 December 2024,

Option Period 1: 1 January – 31 December 2025,

Option Period 2: 1 January – 31 December 2026,

Option Period 3: 1 January – 31 December 2027,

Option Period 4: 1 January – 31 December 2028.

Tasking:

1. Support the MSIF PDs/Ps and the Branch Head in maintaining a comprehensive knowledge and oversight over the planning and execution of all Programmes and Projects throughout the Infrastructure Portfolio
2. Support the Branch by providing a Secretariat function, regarding all key stakeholder engagement with ACO, Nations and NATO HQ, helping to liaise and facilitate information flow/exchange with appropriate counterparts throughout the Alliance
3. Support cross-functional administration regarding MSIF Infrastructure Programmes and ACT processes and procedures
4. IKM – support and manage an effective and efficient Branch IKM (Share Point, EDMS, TRANSNET, mailboxes) to enable full and timely accessibility to all relevant Management and Governance documents
5. Enable induction of new staff members (course/training coordination, IT account/access/equipment coordination)
6. Support to management and administration of Branch-related meetings (Branch/Programme/Portfolio/Budget)
7. Support to Branch Tasker Tracker requirements
8. Support to the Investment Committee staffing process
9. Support to Programmes (Configuration/administration of key Programme documents)
10. Support to the preparation and administration (including ACT and Host Nation coordination) of the Annual NATO Infrastructure Conference for all NATO Member Nations (~200 PAX)
11. Support in engagement & communication to the broader NATO Infrastructure Community of Interest throughout the year (in between conferences)
12. Support in the creation of MS-Office products for internal and external reporting
13. Other administrative tasks as required
14. Coordinate and contribute to the activities of MSIF Infrastructure PDs/PCs
15. Support Branch and COTR(s) in CTR administration
16. Performs additional tasks as required by the COTR related to the LABOR category.

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Essential Qualifications:

1. An associate degree or at least 5 years experiences in the field of office administration in lieu of the degree
2. Demonstrable working knowledge/experience in the field of supporting Programme/Project Management
3. Demonstrable working knowledge/experience in the field of multinational organizations
4. Experience in administrative assistance in a Portfolio, Programme and Project Management environment
5. Experience with public sector office environments
6. Experience with private sector office environments

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #15 - INFRASTRUCTURE PORTFOLIO ADMINISTRATIVE ASSISTANT

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 55 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
1. An associate degree or at least 5 years experiences in the field of office administration in lieu of the degree	No Degree/no 5 yrs. experience: non-compliant: 0 points Associate Degree/5yrs experience: 1-3 points Associate Degree & experience (minimum 2 yrs.): 4-7 points Bachelor’s Degree/10yrs experience: 8-10 Points Bachelor’s Degree & experience (minimum 2 yrs.): 11-13 Points Master’s Degree/15yrs experience: 14-16 points Master’s Degree & experience (minimum 2 yrs.): 17-20 points		
2. Demonstrable working knowledge/experience in the field of supporting Programme/Project Management	Less than 2 yrs. : 1 Point 2 - 5 yrs.: 2-5 points 6 - 9 yrs.: 6-10 points 10+ yrs.: 11-15 points		
3. Demonstrable working knowledge/experience in the field of multinational organizations	Less than 2 yrs. : 1 point 2 - 4 yrs.: 2-5 points 5 – 9 yrs.: 6-10 points 10+ yrs.: 11-15 points		
4. Experience in administrative assistance in a Portfolio, Programme and Project Management environment; increased value based on experience in the past 10 years	No: 1 Point Yes: 2-5 Points Additional point per year experience in the past 10 years (up to 15 points in total)		

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<p>5. Experience with public sector office environments;</p> <p>increased value based on experience in the past 10 years</p>	<p>No: 1 Point Yes: 2-5 Points</p> <p>Additional point per year experience in the past 10 years (up to 15 points in total)</p>		
<p>6. Experience with private sector office environments;</p> <p>increased value based on experience in the past 10 years</p>	<p>No: 1 Point Yes: 2-5 Points</p> <p>Additional point per year experience in the past 10 years (up to 15 points in total)</p>		

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LABOR CATEGORY #16 – STRATEGIC ANALYST/NET ASSESSMENT

Location: Norfolk, VA, USA, on-site.

Number of Candidates: One Candidate

Period of Performance:

Base Period: Contract Award – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Background:

The Warfighting Development Agenda (WDA) offers a framework to organize the Alliance and Allies' warfare development activities around five imperatives (Warfare Development Agenda – WDI). Cognitive Superiority is one of the WDIs, aiming at improving understanding on the operating environment through cohesive and shared strategic assessments of the trajectories of present and future threats, strategic paths of adversaries as well as the overall environment NATO operates in.

Net Assessment is a key analytical function to support Cognitive Superiority through empirical, interdisciplinary and evidence-based comparative analysis.

The WDA and SACT tasked SPP SF to develop a Net Assessment capacity at the Allied Command Transformation. Net Assessment in ACT context is a comparative analysis of the evolution and future trajectories of adversarial and own capabilities over time. ACT Net Assessment should create synergies with the current strategic foresight assessment, given its future oriented as well as its trends and data based approach. Net Assessment in ACT will be established as a forward-looking, long-term effort, which is meant to directly support Supreme Allied Commander of Transformation decision making.

Net Assessment functions include:

1. Comparative assessment of strategic paths, relative evolution of capacities and capabilities of defence sectors and armed forces over time,
2. Challenging primary strategic, operational, doctrinal and technological assumptions in defence planning and warfighting development processes,
3. Focused assessment of the evolution of adversarial capacities or capabilities compared to NATO's own to include identification of decisive asymmetries,
4. Focused assessment on the impact of an identified trend in strategic foresight analysis with a view of its effects to NATO's, as well as adversarial capabilities, over time,
5. Research and analysis in support of decision-making processes at NATO ACT.
6. Exploitation of data analytic, modelling and simulation techniques.

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In order to establish Net Assessment practice at the Allied Command Transformation, as required by the Warfighting Development Agenda, NATO ACT is creating a Net Assessment cell within the Strategic Foresight Branch at the Strategic Plans and Policy (SPP) Directorate.

The cell is required to plan, prepare and conduct research programs, analytical studies and focused assessments, within its stated functions as requested by SACT and directed by DCOS SPP.

The cell is required to coordinate and lead inter-disciplinary, multinational and cross-domain analytical efforts.

ACT Net Assessment capacity should reach initial operating capability in 2023 through a demonstrated delivery of a Net Assessment study. Net Assessment should reach full operational capability by end of 2024 through demonstrating the practice across all analytical functions.

The post is specifically linked to the following work product which has expanded due to NATO2030 tasking: The establishment of ACT Net Assessment is a Line Of Delivery under the Cognitive Superiority Warfare Imperative under the Warfare Development Agenda supporting NATO 2030 objectives II), III) and IV).

Scope:

Support of all Net Assessment efforts, providing assessments of adversary's long-term trajectories and promoting high-level strategic thinking through providing analytical support and assessments. Support the planning and execution of Net Assessment studies and activities.

Tasking:

1. Plan, prepare, coordinate and conduct Net Assessment analysis and assessments, as directed.
2. Employ analytical and research tools at NATO ACT in support of Strategic Foresight and Net Assessment practices with high confidence and support the further development of analytical processes.
3. Analyse relevant inputs (strategic foresight analysis, net assessments, intelligence reports) to draw insights for ACT Net Assessment efforts in order to contribute to advancing NATO's and ACT's thinking on Cognitive Superiority and the Net Assessment Line Of Delivery.
4. Research and assess quantitative and qualitative data in order to provide comparative insight in BLUE/RED future trajectories.
5. Contribute to the continuous improvement of ACT Net Assessment practices, through analysis and interaction with NATO Net Assessment community of interest, including Allied nations, NATO-accredited Centres of Excellence, partners, academia and industry.
6. Support strategic foresight analysis with qualitative and quantitative assessments
7. Support comparative analysis through cross-directorate coordination at NATO ACT, as

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required,

8. Formulate actionable proposals to develop future practices in Strategic Foresight and Net Assessment.
9. Cooperate and assist in developing and maintaining NATO Net Assessment community of interest.

Essential Qualifications:

The contractors shall have:

1. Demonstrated experience and background in analysis and assessments of policies and strategies development or defence planning;
2. Demonstrated experience in government, academic, military or corporate environment in analysis and production of strategic assessments, policies or strategies;
3. University degree in international relations, political science, security/strategic studies, economics, history, social sciences, law or related discipline.
4. Project experience, including prioritization and risk management.
5. Knowledge of defence planning, operational planning and/or capability development processes.
6. Previous experience in an international organization / governmental organization, or academic institution, preferably NATO experience.

Desirable Qualifications (not-scored):

1. Demonstrated ability to build cooperative relationships with academia and governmental and non-governmental partners;
2. Demonstrated capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
3. Demonstrated ability to effectively multi-task and prioritize in a fast-paced environment;
4. Demonstrated capacity to work effectively as a member of a multinational and multi-disciplinary team;
5. Demonstrated ability to execute a broad range of complex professional or technical work activities in a variety of contexts;
6. Demonstrated ability of disciplined and systematic approach to problem solving;
7. Demonstrated ability for a comprehensive approach based on credible evidence, the most probable counterarguments and risks;

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #16 – STRATEGIC ANALYST/NET ASSESSMENT

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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<p align="center">Item</p>	<p align="center">Range Point values assigned based on level, duration and relevance of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience. ANY SCORE OF ZERO IS NON-COMPLIANT UNLESS OTHERWISE STATED</p> <p align="center">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</p>	<p align="center">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p align="center">Score (100 pts possible)</p>
<p>1. A University Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline. Professional experience in data analytics / engineering of min. 5 years will be accepted in lieu of degree in a relevant field.</p>	<p>No degree – 0 points</p> <p>Degree in an irrelevant field and less than 5 years of professional experience in data analytics / engineering – 0 points</p> <p>Bachelor or master degree in a relevant field or 5 years’ experience 1-5 points</p> <p>Doctorate or equivalent in a relevant field 6-10 points</p>		
<p>2. Demonstrable recent experience (at least 5 years in the last 10) in complex data analysis and processing. List most relevant projects supported, analytical artefacts produced, or data engineering tasks performed.</p>	<p>No experience demonstrated – 0 points</p> <p>No relevant examples of projects, artefacts and tasking provided, or less than 5 years’ experience in the last 10 years – 0 points</p> <p>Demonstrated experience (with relevant examples) of 5-6 years in the last 10 – 1-7 points</p> <p>Demonstrated experience (with relevant examples) of above 6 years in the last 10 years – 8-10 points</p>		

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<p>3. Demonstrable recent hands on experience (at least 3 years in the last 10) in using modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, KNIME, Pentaho or similar and familiarity in working with semi-structured data (XML, JSON) and APIs. List most relevant projects supported (no more than 3), tools/languages used and nature of the source data (e.g. relational, free text, JSON/XML).</p>	<p>No experience or less than 3 years in the last 10 demonstrated – 0 points</p> <p>Demonstrated experience of 3-5 years or less than 3 examples – 1-7 points</p> <p>Demonstrated experience of more than 5 years with 3 examples – 8 – 20 points</p>		
<p>4. Demonstrable recent hands on experience (at least 3 years in the last 10) in designing and implementing data warehouse and data lake solutions. Knowledge of different data modelling paradigms, e.g. relational, dimensional, triple store (semantic Wikis), NoSQL. List most relevant projects supported (no more than 3), tools used and data modelling paradigm used.</p>	<p>No experience or less than 3 years in the last 10 demonstrated – 0 points</p> <p>Demonstrated experience of 3-5 years or less than 3 examples 1-10 points</p> <p>Demonstrated experience of more than 5 years with 3 examples – 11-25 points</p>		
<p>5. Effective story telling via data, Experienced 'data storyteller'. Provide most relevant examples (no more than 3) together with the type of audience, 'data story' presented and presentation goals and outcomes.</p>	<p>No experience – 0 points</p> <p>Less than 3 examples 1-3 points</p> <p>Provided 3 examples for non-executive, managerial audience or with no actionable outcomes 4-7 points</p> <p>Provided 3 examples for executive level audience or with evident and actionable outcomes 8-10 points</p>		
<p>6. Demonstrable recent hands on experience (at least 2 years in the last 5) with data presentation and visualization tools, e.g. Microsoft Power BI, Tableau, Kibana, or similar using high quality graphs and reports, charts, heats maps and interactive dashboards. List most relevant projects supported (no more than 3), types of visualizations, and tools used.</p>	<p>No experience or less than 2 years – 0 points</p> <p>Experience of 2-3 years or less than 3 examples 1-10 points</p> <p>Experience of more than 3 years and 3 examples 11-25 points</p>		

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LABOR CATEGORY #17 – DATA ANALYST / ENGINEER IN SUPPORT OF NET ASSESSMENT

Location: Norfolk, VA, USA, on-site.

Number of Candidates: One Candidate

Period of Performance:

Base Period: 1 January 2024 – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Background:

The Warfighting Development Agenda (WDA) offers a framework to organize the Alliance and Allies' warfare development activities around five imperatives (Warfare Development Agenda – WDI). Cognitive Superiority is one of the WDIs, aiming at improving understanding on the operating environment through cohesive and shared strategic assessments of the trajectories of present and future threats, strategic paths of adversaries as well as the overall environment NATO operates in.

Net Assessment is a key analytical function to support Cognitive Superiority through empirical, interdisciplinary and evidence-based comparative analysis.

The WDA and SACT tasked SPP SF to develop a Net Assessment capacity at the Allied Command Transformation. Net Assessment in ACT context is a comparative analysis of the evolution and future trajectories of adversarial and own capabilities over time. ACT Net Assessment should create synergies with the current strategic foresight assessment, given its future oriented as well as its trends and data based approach. Net Assessment in ACT will be established as a forward-looking, long-term effort, which is meant to directly support Supreme Allied Commander of Transformation decision making.

Net Assessment functions include:

1. Comparative assessment of strategic paths, relative evolution of capacities and capabilities of defence sectors and armed forces over time,
2. Challenging primary strategic, operational, doctrinal and technological assumptions in defence planning and warfighting development processes,
3. Focused assessment of the evolution of adversarial capacities or capabilities compared to NATO's own to include identification of decisive asymmetries,
4. Focused assessment on the impact of an identified trend in strategic foresight analysis with a view of its effects to NATO's, as well as adversarial capabilities, over time,
5. Research and analysis in support of decision-making processes at NATO ACT.
6. Exploitation of data analytic, modelling and simulation techniques.

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In order to establish Net Assessment practice at the Allied Command Transformation, as required by the Warfighting Development Agenda, NATO ACT is creating a Net Assessment cell within the Strategic Foresight Branch at the Strategic Plans and Policy (SPP) Directorate.

The cell is required to plan, prepare and conduct research programs, analytical studies and focused assessments, within its stated functions as requested by SACT and directed by DCOS SPP.20

The cell is required to coordinate and lead inter-disciplinary, multinational and cross-domain analytical efforts.

ACT Net Assessment capacity should reach initial operating capability in 2023 through a demonstrated delivery of a Net Assessment study. Net Assessment should reach full operational capability by end of 2024 through demonstrating the practice across all analytical functions.

The post is specifically linked to the following work product which has expanded due to NATO2030 tasking: The establishment of ACT Net Assessment is a Line Of Delivery under the Cognitive Superiority Warfare Imperative under the Warfare Development Agenda supporting NATO 2030 objectives II), III) and IV).

Scope:

Support of all Net Assessment efforts, providing assessments of adversary's long-term trajectories and promoting high-level strategic thinking through providing data analytical support. Data analytical support includes the collection, assessment and visualization of results to be included in Net Assessment products.

Tasking:

1. Plan, prepare, coordinate and conduct Net Assessment analysis, as directed.
2. Employ analytical and research tools at NATO ACT in support of Strategic Foresight and Net Assessment practices with high confidence and support the further development of analytical processes.
3. Interpreting data, analysing results using statistical techniques, visualize assessments and findings.
4. Developing and implementing data analyses, data collection systems and other strategies that optimize statistical efficiency and quality
5. Acquiring data from primary or secondary data sources and maintaining databases
6. Support strategic foresight analysis with qualitative and quantitative assessments
7. Support comparative analysis through cross-directorate coordination at NATO ACT, as required,
8. Formulate actionable proposals to develop data analysis and exploitation in Strategic Foresight and Net Assessment practices.

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9. Cooperate and assist in developing and maintaining NATO Net Assessment community of interest.

Essential Qualifications:

The contractor shall have:

1. Demonstrated experience in qualitative and quantitative analysis, including mathematical, statistical and general research.
2. Demonstrated ability to select, develop and employ analytical tools.
3. University degree in data sciences or equivalent.
4. Three years minimum professional experience as a data analyst working in a government, international organization or corporation.
5. Demonstrated experience in production of assessments of data and visualization of quantitative assessments.

Desirable Qualifications (not-scored):

1. Demonstrated ability to build cooperative relationships with academia and governmental and non-governmental partners;
2. Demonstrated capacity to work under general direction within a clear framework of accountability with substantial personal responsibility;
3. Demonstrated ability to effectively multi-task and prioritize in a fast-paced environment;
4. Demonstrated capacity to work effectively as a member of a multinational and multi-disciplinary team;
5. Demonstrated ability to execute a broad range of complex professional or technical work activities in a variety of contexts;
6. Demonstrated ability of disciplined and systematic approach to problem solving;

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #17 Data Analyst / Engineer in Support of Net Assessment

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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Item	<p align="center">Range</p> <p align="center">Point values assigned based on level, duration and relevance of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p align="center">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p align="center">ANY SCORE OF ZERO IS NON-COMPLIANT UNLESS OTHERWISE STATED</p>	<p align="center">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p align="center">Score (100 pts possible)</p>
<p>1. A University Degree in a relevant engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, project management or related discipline. Professional experience in data analytics / engineering of min. 5 years will be accepted in lieu of degree in a relevant field.</p>	<p>No degree – 0 points</p> <p>Degree in an irrelevant field and less than 5 years of professional experience in data analytics / engineering – 0 points</p> <p>Bachelor or master degree in a relevant field or 5 years’ experience 1-5 points</p> <p>Doctorate or equivalent in a relevant field 6-10 points</p>		
<p>2. Demonstrable recent experience (at least 5 years in the last 10) in complex data analysis and processing. List most relevant projects supported, analytical artefacts produced, or data engineering tasks performed.</p>	<p>No experience demonstrated – 0 points</p> <p>No relevant examples of projects, artefacts and tasking provided, or less than 5 years’ experience in the last 10 years – 0 points</p> <p>Demonstrated experience (with relevant examples) of 5-6 years in the last 10 – 1-7 points</p> <p>Demonstrated experience (with relevant examples) of above 6 years in the last 10 years – 8-10 points</p>		

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<p>3. Demonstrable recent hands on experience (at least 3 years in the last 10) in using modern software architecture and software development related to data science, analytics and data integration, e.g. Python, SQL, KNIME, Pentaho or similar and familiarity in working with semi-structured data (XML, JSON) and APIs. List most relevant projects supported (no more than 3), tools/languages used and nature of the source data (e.g. relational, free text, JSON/XML).</p>	<p>No experience or less than 3 years in the last 10 demonstrated – 0 points</p> <p>Demonstrated experience of 3-5 years or less than 3 examples – 1-7 points</p> <p>Demonstrated experience of more than 5 years with 3 examples – 8 – 20 points</p>		
<p>4. Demonstrable recent hands on experience (at least 3 years in the last 10) in designing and implementing data warehouse and data lake solutions. Knowledge of different data modelling paradigms, e.g. relational, dimensional, triple store (semantic Wikis), NoSQL. List most relevant projects supported (no more than 3), tools used and data modelling paradigm used.</p>	<p>No experience or less than 3 years in the last 10 demonstrated – 0 points</p> <p>Demonstrated experience of 3-5 years or less than 3 examples 1-10 points</p> <p>Demonstrated experience of more than 5 years with 3 examples – 11-25 points</p>		
<p>5. Effective story telling via data, Experienced 'data storyteller'. Provide most relevant examples (no more than 3) together with the type of audience, 'data story' presented and presentation goals and outcomes.</p>	<p>No experience – 0 points</p> <p>Less than 3 examples 1-3 points</p> <p>Provided 3 examples for non-executive, managerial audience or with no actionable outcomes 4-7 points</p> <p>Provided 3 examples for executive level audience or with evident and actionable outcomes 8-10 points</p>		
<p>6. Demonstrable recent hands on experience (at least 2 years in the last 5) with data presentation and visualization tools, e.g. Microsoft Power BI, Tableau, Kibana, or similar using high quality graphs and reports, charts, heats maps and interactive dashboards. List most relevant projects supported (no more than 3), types of visualizations, and tools used.</p>	<p>No experience or less than 2 years – 0 points</p> <p>Experience of 2-3 years or less than 3 examples 1-10 points</p> <p>Experience of more than 3 years and 3 examples 11-25 points</p>		

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LABOR CATEGORY #18 – LEAD INSTRUCTIONAL DESIGNER*

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance:

Base Period: 1 April 2024 – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Support the LT section by collaborating with Subject Matter Experts (SMEs) and key stakeholders across NATO Nations, Partners, and entities to conduct a comprehensive needs analysis. When necessary, conduct Training Needs Analysis (TNA) to pinpoint learning gaps and requirements.
2. Define clear and measurable learning objectives based on the identified needs, ensuring alignment with the course's overall goals.
3. Design a comprehensive course structure, including the layout of modules, lessons, and assessments, ensuring a logical flow of content.
4. Gather material from SMEs, then either structure it using a standard storyboard format or adopt a rapid development strategy for eLearning module creation.
5. Select and implement diverse instructional strategies that cater to various learning styles, ensuring an engaging and effective learning experience.
6. Design and implement pre-assessments, formative assessments, and summative assessments to gauge learner progress and the effectiveness of the course.
7. Establish a robust feedback mechanism for learners and stakeholders. Use the collected feedback for the continuous refinement and improvement of course content and delivery methods.
8. Engage directly with clients, SMEs, and other team members, ensuring timely communication and adherence to project timelines and deliverables.
9. Offer Instructional System Design (ISD) assistance and ensure quality for NATO course providers. Ensure all course materials and processes comply with NATO's standards and

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requirements.

10. Facilitate training sessions on Instructional System Design within the NATO e-Learning Design and Development course.
11. Implement a comprehensive evaluation process to measure the course's overall impact and effectiveness.
12. Engage with clients, participate in strategy sessions, conferences, and workshops as mandated by the Section Head of Learning Technology. Monitor and discuss course development milestones with stakeholders and the team to ensure alignment with objectives.

Essential Qualifications:

1. A minimum of 5 years' experience (within last 7 years) working with Advance Distributed Learning (e-Learning) development.
2. A minimum of 7 years' experience in the education and training profession working in the creation of training modules.
3. Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.
4. Experience in the use of Learning Management System Software.
5. Experience working with SCORM standard and the demonstrated ability to design to its structure.
6. Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.
7. MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and education evaluation.
8. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
9. NATO SECRET security clearance or active SECRET security clearance issued by a national authority.

***Labour categories LC18 – LC22 shall be awarded to a single supplier.**

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Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #18 Lead Instructional Designer

Labour categories LC18 – LC22 shall be awarded to a single supplier

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and education evaluation.		

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<p style="text-align: center;">Item</p> <p style="text-align: center;">PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p style="text-align: center;">Range</p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p style="text-align: center;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p style="text-align: center;">ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p style="text-align: center;">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p style="text-align: center;">Score (100 pts possible)</p>
<p>1. A minimum of 5 years’ experience (within last 7 years) working with Advance Distributed Learning (e-Learning) development.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 5 years: 1-10 Points Knowledge & Experience >= 5 years: 11-20 Points</p>		
<p>A minimum of 7 years’ experience in the education and training profession working in the creation of training modules.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 7 years: 1-10 Points Knowledge & Experience >= 7 years: 11-20 Points</p>		
<p>Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 5 years: 1-5 Points Knowledge & Experience >= 5 years: 6-10 Points</p>		
<p>Experience in the use of Learning Management System Software.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 7 years: 1-5 Points Knowledge & Experience >= 7 years: 6-10 Points</p>		
<p>Experience working with SCORM or newer standards and the demonstrated ability to design to its structure.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 5 years: 1-10 Points Knowledge & Experience >= 5 years: 11-20 Points</p>		
<p>Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 courses: 1-10 Points Knowledge & Experience >= 3 courses: 11-20 Points</p>		

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LABOR CATEGORY #19 – INSTRUCTIONAL DESIGNER*

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance:

Base Period: 1 April 2024 – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Support the LT section by collaborating with Subject Matter Experts (SMEs) and key stakeholders across NATO Nations, Partners, and entities to conduct a comprehensive needs analysis. When necessary, conduct Training Needs Analysis (TNA) to pinpoint learning gaps and requirements.
2. Define clear and measurable learning objectives based on the identified needs, ensuring alignment with the course's overall goals.
3. Design a comprehensive course structure, including the layout of modules, lessons, and assessments, ensuring a logical flow of content.
4. Gather material from SMEs, then either structure it using a standard storyboard format or adopt a rapid development strategy for eLearning module creation.
5. Select and implement diverse instructional strategies that cater to various learning styles, ensuring an engaging and effective learning experience.
6. Design and implement pre-assessments, formative assessments, and summative assessments to gauge learner progress and the effectiveness of the course.
7. Establish a robust feedback mechanism for learners and stakeholders. Use the collected feedback for the continuous refinement and improvement of course content and delivery methods.
8. Engage directly with clients, SMEs, and other team members, ensuring timely communication and adherence to project timelines and deliverables.
9. Offer Instructional System Design (ISD) assistance and ensure quality for NATO course providers. Ensure all course materials and processes comply with NATO's standards and

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requirements.

10. Facilitate training sessions on Instructional System Design within the NATO e-Learning Design and Development course.
11. Implement a comprehensive evaluation process to measure the course's overall impact and effectiveness.
12. Engage with clients; participate in strategy sessions, conferences, and workshops as mandated by the Section Head of Learning Technology. Monitor and discuss course development milestones with stakeholders and the team to ensure alignment with objectives.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 7 years) working with Advance Distributed Learning (e-Learning) development.
2. A minimum of 3 years' experience in the education and training profession working in the creation of training modules.
3. Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.
4. Experience in the use of Learning Management System Software.
5. Experience working with SCORM standard and the demonstrated ability to design to its structure.
6. Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.
7. MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and education evaluation.
8. Fluent in English (Written and Oral).
9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

***Labour categories LC18 – LC22 shall be awarded to a single supplier**

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Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #19 Instructional Designer

Labour categories LC18 – LC22 shall be awarded to a single supplier

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
MS/MA Degree in Education and Training Development or related programs (completed or in progress) which may include learning theory, educational psychology, instructional design and education evaluation.		

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<p style="text-align: center;">Item</p> <p style="text-align: center;">PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p style="text-align: center;">Range</p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p style="text-align: center;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</p> <p style="text-align: center;">ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p style="text-align: center;">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p style="text-align: center;">Score (100 pts possible)</p>
<p>A minimum of 3 years' experience (within last 7 years) working with Advance Distributed Learning (e-Learning) development.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points</p>		
<p>A minimum of 3 years' experience in the education and training profession working in the creation of training modules.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points</p>		
<p>Experience communicating effectively with customers and clearly presenting instructional system design approaches to course development.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years: 6-10 Points</p>		
<p>Experience in the use of Learning Management System Software.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years: 6-10 Points</p>		
<p>Experience working with SCORM or newer standards and the demonstrated ability to design to its structure.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points</p>		
<p>Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 courses: 1-10 Points Knowledge & Experience >= 3 courses: 11-20 Points</p>		

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LABOR CATEGORY #20 – MULTIMEDIA DESIGNER/PROGRAMMER – GRAPHICS SPECIALIST*

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance:

Base Period: 1 April 2024 – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Understand the target audience's needs and preferences. Conceptualize designs and multimedia elements that fits their needs.
2. Collaborate with the LT section, taking finalized and SME-approved storyboards from the Instructional Designer. Convert these into online multimedia formats and create prototypes or wireframes ensuring they meet the specifications for integration into the NATO Learning Management System.
3. Design and synchronize course elements, interactions, navigation tools, and content in collaboration with the Instructional Designer and LT Section Head. Aid in transforming traditional classroom materials or fresh storyboards into interactive, web-based courses that are instructionally sound.
4. Ensure all produced content aligns with NATO's brand guidelines, standards, security policies, and procedures.
5. Utilize state of the art audio and video editing software to develop multimedia assets in support of interactive courseware production.
6. Facilitate the implementation of emerging technology methods and tools in support of NATO education and training, to include artificial intelligence and extended reality.
7. Review, edit, and ensure content consistency by adhering to graphic design principles, UI/UX standards, and layout designs.
8. Conduct user tests on designs and multimedia elements, gathering feedback and making necessary adjustments to enhance user experience.

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9. Demonstrate mastery of multimedia software tools, including the Adobe Creative Suite. Design, develop, troubleshoot, and implement web elements using HTML, CGI, and JavaScript as necessary.
10. Ensure that all designs and multimedia elements are optimized for various devices and screen sizes, providing a seamless user experience.
11. Stay updated with current design trends, tools, and technologies to ensure the team remains at the forefront of multimedia design.
12. Provide Multimedia Designer (MMD) support and quality checks for external course providers.
13. Facilitate training sessions on graphic design principles, UI/UX basics, layout design, and multimedia essentials within the NATO e-Learning Design and Development course. Create comprehensive documentation for designs, code, or processes for future reference or for other team members.
14. Engage with clients; participate in meetings, conferences, and workshops. Collaborate closely with other team members, ensuring alignment with objectives.
15. Offer design solutions for the Learning Management System and provide graphic design support, including posters, logos, conference materials, videos, and more.
16. Prepare and organize files essential for course translation, ensuring content is ready for multilingual adaptation.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 5 years) working in web based multimedia development for online courses and usage.
2. A minimum of 3 year's (within last 5) experience using graphical development tools providing examples of work/projects created.
3. A minimum of 3 years' experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.
4. Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.
5. Experience working with SCORM standard and the demonstrated ability to design to its structure.

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6. Demonstrate (example screen shots (max 4 per course)) from three courses that have been developed by the multimedia systems designer.
7. A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of vocational training in computer science multimedia or related subjects in the educational domain.
8. Fluent in English (Written and Oral).
9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

*Labour categories LC18 – LC22 shall be awarded to only one company.

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #20 Multimedia Designer (Graphic Specialist)
Labour categories LC18 – LC22 shall be awarded to a single supplier

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of vocational training in computer science multimedia or related subjects in the educational domain.		

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Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (100 pts possible)
PLEASE ENSURE TOTAL PTS EQUAL 100			
A minimum of 3 years' experience (within last 5 years) working in web based multimedia development for online courses and usage.	No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points		
A minimum of 3 year's (within last 5) experience using graphical/video development tools providing examples of work/projects created.	No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points		
A minimum of 3 years' experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.	No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years: 5-10 Points		
Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.	No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years: 6-10 Points		
Experience working with SCORM standard and the demonstrated ability to design to its structure.	No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points		
Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.	No Knowledge or Experience: 0 Points Knowledge & Experience < 3 courses: 1-10 Points Knowledge & Experience >= 3 courses: 11-20 Points		

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LABOR CATEGORY #21 – MULTIMEDIA DESIGNER/PROGRAMMER – VIDEO SPECIALIST*

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance:

Base Period: 1 April 2024 – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Understand the target audience's needs and preferences. Conceptualize designs and multimedia elements that fits their needs.
2. Collaborate with the LT section, taking finalized and SME-approved storyboards from the Instructional Designer. Convert these into online multimedia formats and create prototypes or wireframes ensuring they meet the specifications for integration into the NATO Learning Management System.
3. Design and synchronize course elements, interactions, navigation tools, and content in collaboration with the Instructional Designer and LT Section Head. Aid in transforming traditional classroom materials or fresh storyboards into interactive, web-based courses that are instructionally sound.
4. Ensure all produced content aligns with NATO's brand guidelines, standards, security policies, and procedures.
5. Utilize state of the art audio and video editing software to develop multimedia assets in support of interactive courseware production.
6. Facilitate the implementation of emerging technology methods and tools in support of NATO education and training, to include artificial intelligence and extended reality.
7. Review, edit, and ensure content consistency by adhering to graphic design principles, UI/UX standards, and layout designs.
8. Conduct user tests on designs and multimedia elements, gathering feedback and making necessary adjustments to enhance user experience.

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9. Demonstrate mastery of multimedia software tools, including the Adobe Creative Suite. Design, develop, troubleshoot, and implement web elements using HTML, CGI, and JavaScript as necessary.
10. Ensure that all designs and multimedia elements are optimized for various devices and screen sizes, providing a seamless user experience.
11. Stay updated with current design trends, tools, and technologies to ensure the team remains at the forefront of multimedia design.
12. Provide Multimedia Designer (MMD) support and quality checks for external course providers.
13. Facilitate training sessions on graphic design principles, UI/UX basics, layout design, and multimedia essentials within the NATO e-Learning Design and Development course. Create comprehensive documentation for designs, code, or processes for future reference or for other team members.
14. Engage with clients; participate in meetings, conferences, and workshops. Collaborate closely with other team members, ensuring alignment with objectives.
15. Offer design solutions for the Learning Management System and provide graphic design support, including posters, logos, conference materials, videos, and more.
16. Prepare and organize files essential for course translation, ensuring content is ready for multilingual adaptation.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 5 years) working in web based multimedia development for online courses and usage.
2. A minimum of 3 year's (within last 5) experience using video and audio editing tools providing examples of work/projects created.
3. A minimum of 3 years' experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.
4. Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.
5. Experience working with SCORM standard and the demonstrated ability to design to its structure.

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6. Demonstrate (example screen shots (max 4 per course)) from three courses that have been developed by the multimedia systems designer.
7. A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of vocational training in computer science multimedia or related subjects in the educational domain.
8. Fluent in English (Written and Oral).
9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

***Labour categories LC18 – LC22 shall be awarded to a single supplier**

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Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #21 Multimedia Designer (Video Specialist)

Labour categories LC18 – LC22 shall be awarded to a single supplier

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
A Bachelors (BS/BA) degree in computer science or graphic design or minimum of five years of vocational training in computer science multimedia or related subjects in the educational domain.		

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<p style="text-align: center;">Item</p> <p style="text-align: center;">PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p style="text-align: center;">Range</p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p style="text-align: center;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</p> <p style="text-align: center;">ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p style="text-align: center;">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p style="text-align: center;">Score (100 pts possible)</p>
<p>A minimum of 3 years’ experience (within last 5 years) working in web based multimedia development for online courses and usage.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years-: 11-20 Points</p>		
<p>A minimum of 3 year’s (within last 5) experience using video and audio editing tools providing examples of work/projects created.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points</p>		
<p>A minimum of 3 years’ experience (within last 5) using Learning Management Systems (LMS) and troubleshooting SCORM compliant issues.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years: 6-10 Points</p>		
<p>Experience in the SCORM standard and subsequent programming and creation of SCORM compliant courses.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years 6-10 Points</p>		
<p>Experience working with SCORM standard and the demonstrated ability to design to its structure.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years 11-20 Points</p>		
<p>Demonstrate (example screen shots or story board pages (max 4 per course)) from three courses that have been developed by the instructional systems designer.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 courses: 1-10 Points Knowledge & Experience >= 3 courses: 11-20 Points</p>		

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LABOR CATEGORY #22 – HELPDESK AND ADMINISTRATION*

Location: Norfolk, VA, USA (On-site)

Number of Candidates: One Candidate

Period of Performance:

Base Period: 1 April 2024 – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Supports the JADL, TRANSNET and e-ITEP system administration and helpdesk operating during normal US office hours (08:00-16:30) Monday to Friday excluding official holidays.
2. Working from the HQ SACT MS/LT Branch at HQ SACT the sys admins will:
 - a. Review all new requests for accounts on the JADL, TRANSNET and e-ITEP systems, approving those, which meet the NATO requirements and responding to those, which need further clarification.
 - b. Support any helpdesk questions received by email or phone.
 - c. Work with the MS/LT Branch for uploading of courseware, functional testing of SCORM packages, and maintenance of existing content on JADL platform.
 - d. Support various communities of interest within NATO in customization and maintenance of JADL pages.
 - e. Work closely with NCIA to ensure the services are available and operational on the NATO networks.
 - f. Maintain an awareness of any cyber issues that may affect the system delivery or unauthorised access to the system.

Essential Qualifications:

1. A minimum of 3 years' experience (within last 6 years) working as an administrator of online Learning Management System.

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2. A minimum of 3 year's (within last 6) supporting users with new accounts creation, helpdesk support and general support to remote users on the system.
3. A minimum of 3 years' experience (within last 6) using Learning Management Systems (LMS) and troubleshooting user issues on course access and completion.
4. Experience in helpdesk tracking software and trouble ticket supporting software.
5. Experience in producing reports and metrics from a LMS or by interrogating the database.
6. Experience in cyber issues and protecting the system and network from unauthorised access.
7. Two years of vocational training in computer related science or related subjects in the educational domain.
8. Fluent in English (Written and Oral).
9. NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

***Labour categories LC18 – LC22 shall be awarded to a single supplier**

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #22 Helpdesk and Administration

***Labour categories LC18 – LC22 shall be awarded to a single supplier**

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
Two years of vocational training in computer related science or related subjects in the educational domain.		

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<p style="text-align: center;">Item</p> <p style="text-align: center;">PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p style="text-align: center;">Range</p> <p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p style="text-align: center;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p style="text-align: center;">ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p style="text-align: center;">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p style="text-align: center;">Score (100 pts possible)</p>
<p>A minimum of 3 years’ experience (within last 6 years) working as an administrator of online Learning Management System.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points</p>		
<p>A minimum of 3 year’s (within last 6) supporting users with new accounts creation, helpdesk support and general support to remote users on the system.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points</p>		
<p>A minimum of 3 years’ experience (within last 6) using Learning Management Systems (LMS) and troubleshooting user issues on course access and completion.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years: 6-10 Points</p>		
<p>Experience in helpdesk tracking software and trouble ticket supporting software.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-5 Points Knowledge & Experience >= 3 years: 6-10 Points</p>		
<p>Experience in producing reports and metrics from a LMS or by interrogating the database.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 years: 1-10 Points Knowledge & Experience >= 3 years: 11-20 Points</p>		
<p>Experience in cyber issues and protecting the system and network from unauthorised access.</p>	<p>No Knowledge or Experience: 0 Points Knowledge & Experience < 3 courses: 1-10 Points Knowledge & Experience >= 3 courses: 11-20 Points</p>		

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LABOR CATEGORY #23 – CONTRACTOR SUPPORT FOR CVENT EVENT REGISTRATION MANAGER

Location: Norfolk, VA, USA (On-site and Remote)

Number of Candidates: One Candidate

Period of Performance:

Base Period: Award – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

The tasking outlined below is applicable to all events requiring registration management through CVENT as directed by the Branch Head, Strategic Issues and Engagement Branch.

1. Registration Management using CVENT including:
 - a. Developing registration landing pages;
 - b. Developing and testing the registration process, including multiple registration pathways to accommodate all stakeholders as necessary.
 - c. Coordinating with the ACT office of budget and finance to develop an attendee payment solution in CVENT if conference fees are applicable.
 - d. Developing and managing event agendas in CVENT under the direction of the respective event PROJOs.
 - e. Developing and managing the speaker lists for individual events under the direction of the respective PROJOs.
 - f. Managing media and document libraries in CVENT and SharePoint for all events as directed.
 - g. Developing, managing and updating content in Attendee Hub under the direction of the respective event OPRs.
 - h. Managing the registration approvals process in coordination with AOS and Protocol as required.
 - i. Providing direct email support to registrants regarding registration and access/use of the CVENT Event Application.
2. Registration Management not using CVENT:
 - a. Administrative support in the planning and execution of strategic engagements in support of the attendee experience.

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Essential Qualifications:

1. Demonstrated competency as a user and administrator of the CVENT platform and all embedded functionality.
2. Minimum of two (2) years' experience within the last four (4) years where use of CVENT has been the primary role/duty.
3. Minimum of one (1) year of experience within the last three (3) in SharePoint administration for a large organization, with proven ability to design, setup, and manage SharePoint portals and workflows while complying with organizational processes, practices, and tools.
4. Demonstrated strong organizational, planning, written, and verbal skills.
5. NATO Secret Security Clearance or National equivalent.
6. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.

Desirable Qualifications:

1. Demonstrated ability to work in large, heterogeneous organizations and teams, being able to solve problems in a group environment.
2. Three years in the last 10 in the field of event management.

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #23 CVENT EVENT REGISTRATION MANAGER

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

	Compliant	Non-Compliant
Minimum of two past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW.		
Fluent in English both written and oral		
Active NATO or National SECRET (or higher) security clearance		
Minimum of 25 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation		

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Item	Range Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT UNLESS OTHERWISE STATED	Page, Paragraph and Line Number referencing where candidates meet the criteria and how.	Score (50 pts possible)
1. Proven competency as a user and administrator of the CVENT platform and all embedded functionality.	<ul style="list-style-type: none"> • No competency demonstrated - 0 points • User competency only demonstrated - 1 point • Basic competency demonstrated as user and administrator – 2-10 points • Advanced administrator competency demonstrated – 11-20 points 		
2. Minimum of two (2) years' experience within the last four (4) years where use of CVENT has been the primary role/duty.	<ul style="list-style-type: none"> • No experience: non-compliant 0 points • Less than two year of experience 1-5 points • Two or more years of experience within the last four 6-10 points 		
3. Minimum of one year of experience within the last three in SharePoint administration for a large organization, with proven ability to design, setup, and manage SharePoint portals and workflows while complying with organizational processes, practices, and tools.	<ul style="list-style-type: none"> • No experience: non-compliant 0 points • Less than one year of experience within the last three in SharePoint administration 1-2 points • One year of experience within the last three in SharePoint administration 3 – 10 points 		
4. Demonstrated strong organizational, planning, written, and verbal skills	<ul style="list-style-type: none"> • No demonstration/ no background: non-compliant 0 points • Demonstrated 1-10 points 		

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<p>5. Demonstrated ability to work in large, heterogeneous organizations and teams, being able to solve problems in a group environment.</p>	<ul style="list-style-type: none"> • No demonstration/ no background: non-compliant - 0 points • Demonstrated 1-10 points 		
<p>6. Three years in the last 10 in the field of event management.</p>	<ul style="list-style-type: none"> • No experience: non-compliant - 0 points • Less than three years of experience within the last ten years - 1-10 points • Three years of experience within the last ten years – 11-20 points • Five and more years of experience within the last ten years – 21-40 points 		

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LABOR CATEGORY #24 – PROTOCOL SPECIALIST

Location: Norfolk, VA, USA - On-site

Number of Candidates: One Candidate

Technical clarifications will be conducted with proposed candidates submitted for this LC as part of the technical evaluation process.

Period of Performance:

Base Period: Award – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

The Contractor shall perform under the direction of the COTR the following duties that include, but are not limited to:

1. Acting as focal liaison point with Local Authorities.
2. Developing and maintaining the VIP database.
3. Planning, preparing, and executing all conferences, exercises, seminars, ceremonies, and VIP visits to HQ SACT.
4. Personally meeting and escorting visitors and dignitaries (as required) on their arrival and accompanying them through various phases of their visits.
5. Preparing and executing an effective and comprehensive DV programme. Responsible for creating schedules of events, including briefing arrangements, luncheons, ship and base tours, accommodations, transportation, and all details.
6. Providing advice and training on matters relating to the customs and regulations governing diplomatic formality, precedence, and etiquette.
7. Supporting the execution of numerous National Day Flag Raising Ceremonies, including coordination of Marine Corps and Band support, guests of honour, gifts, and various other details.
8. Maintaining alphabetical biography books of NATO officials and all DVs.
9. Serve as SME on all matters regarding protocol planning software applications inside the Protocol Branch and for events in support of HQ SACT mission requirements.

Professional Qualifications:

1. The **Protocol Specialist** shall have the following qualifications as a minimum:

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Experience:

1. Experience in an international military or governmental agency protocol environment.
2. Experience on major joint or international military staff that includes planning of high-level events such as: Conferences, Exercises, Seminars, Ceremonies and high level visits (Preferably within NATO).
3. Familiarity with NATO Protocol standards.
4. Excellent organizational and communication skills.
5. Experience in managing complex schedules.
6. Experience in Management of electronic registration using CVent.
7. Experience in Management of protocol software i.e. SocialTables.
8. Experience in Management of electronic seating plan drawing tools i.e.
9. Autocad.
10. Experience on Database managing tools (Microsoft Access).

Education:

College degree or similar national academic qualification is required. 5 years of equivalent military or professional experience in a protocol or similar environment can be used as a substitute(s) for a university degree.

1. External of NATO Protocol Course Certificate desired.

Special Requirements:

1. Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.
2. Present a mature, professional appearance; interact well with others in International environment.
3. Advanced knowledge of word processing, spreadsheet, project management, and graphics software.
4. Protocol Officer Course or equivalent formal training.
5. Portfolio, Programme and Project management (P3) course is desirable.
6. Previous experience working with Flag/General Officers or equivalent is desirable.
7. Foreign Language proficiency, particularly French is desirable.
8. Fluent in English (written and Oral).
9. Ability to work outside of normal working hours to include weekends and evenings, often on short notice.
10. Attendance at the NATO Protocol Course, NATO School of Oberammergau is mandatory in the first six months. Tuition and travel shall be provided and therefore not included in the bid price.

Security:

1. Valid NATO SECRET-level security clearance or active SECRET security clearance issued by a national authority.

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Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #24 PROTOCOL SPECIALIST

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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Item	<p align="center">Range</p> <p align="center">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p align="center">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</p> <p align="center">ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p align="center">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p align="center">Score (100 pts possible)</p>
Experience working in an international military or governmental agency protocol environment.	No Exp: 0 points <3 years: 1-2 points 3-5 years: 3-4 points 6-10 years: 5-7 points 11+ years: 8-10 points		
Experience on major joint or international military staff that includes planning of high-level events such as: Conferences, Exercises, Seminars, Ceremonies and High Level Visits. (Preferably NATO).	No Exp: 0 points <3 years: 1-2 points 3-5 years: 3-4 points 6-10 years: 5-7 points 11+ years: 8-10 points		
Familiarity with NATO Protocol standards.	No familiarity – 0 point Familiarity – 1-5 points		
Excellent professionalism, organization, and communication skills.	Not Demonstrated – 0 points Demonstrated – 1-5 points		
Experience in managing complex schedules.	No Exp: 0 points <3 years: 1-2 points 3-5 years: 3-4 points 6-10 years: 5-7 points 11+ years: 8-10 points		

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Experience in Management of electronic registration using CVent or another equivalent Protocol main tool.	No Exp: 0 points <3 years: 1-2 points 3-5 years: 3 points 6-7 years: 4 points 8+ years: 5 points		
Experience in management of Protocol seating/check-in software i.e. Social Tables, OnArrival.	No Exp: 0 points <3 years: 1-2 points 3-5 years: 3 points 6-7 years: 4 points 8+ years: 5 points		
Experience in Management of electronic drawing tools i.e. Autocad.	No Exp: 0 points <3 years: 1-2 points 3-5 years: 3 points 6-7 years: 4 points 8+ years: 5 points		
Experience on Database managing tools (Microsoft Access).	No Exp: 0 points <3 years: 1-2 points 3-5 years: 3 points 6-7 years: 4 points 8+ years: 5 points		
University degree or 5 years of equivalent military professional experience in a protocol or similar environment.	Not Demonstrated: 0 points Demonstrated: 1-5 points		
External NATO Protocol Course Certificate.	Not Provided – 1 points Provided – 2-5 points		
Ability to work independently, proactively, and resourcefully on several tasks at one time with minimum supervision.	Not Demonstrated: 0 points Demonstrated: 1-5 points		
Present a mature, professional appearance; interact well with others in International environment. (Based on submitted video from provided ceremony script example(English))	Not Demonstrated: 0 points Demonstrated: 1-5 points		
Project management	Not Demonstrated: 1 points Demonstrated: 2-5 points		

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Previous experience working with Flag/General Officers or equivalent	Not Demonstrated: 1 points Demonstrated: 2-5 points		
Foreign Language proficiency (French)	Not Demonstrated: 1 points Demonstrated: 2-5 points		
Ability to work outside of normal working hours to include weekends and evenings, often on short notice.	Not Able: 0 points Acknowledged and able: 1-5 points		

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LABOUR CATEGORY #25 – REQUIREMENTS QUALITY ASSURANCE ANALYST

Location: Norfolk, VA, USA - On-site

Number of Candidates: Two Candidates

Period of Performance:

Base Period: Award – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. As a member of a Requirements Core Development Team, verifies that capability requirements align with user needs across all aspects of DOTMLPFI for all assigned Operational Requirements, Capability Targets, and other high-level requirements.
2. Provides technical guidance to Requirements Managers and Capability Programme Directors related to the quality of requirements and the requirements development process.
3. Supports the development and establishment of quality criteria, quality control, and quality assurance procedures as related to requirements management.
4. Contributes to the development of directives and standard operating procedures that apply to the quality control and assurance of capability requirements development and management.
5. Monitors requirements developed in all life cycle stages to ensure quality and to ensure they remain valid, applicable, and continue to satisfy operational user needs.
6. Supports identification of options for resolving requirements management issues.
7. Contributes to the development of quality control and assurance assessment tools and reports.
8. Works in a federated and enterprise-wide manner to facilitate cross-functional, collaborative and supported interdependent teams/individuals in other divisions and other directorates across ACT as appropriate.
9. Performs additional tasks as required by the COTR related to the labour category.

Essential Qualifications:

1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.
2. Five years' experience in the application of requirements quality management to acquisition processes.
3. Experience in the evaluation of requirements quality across comprehensive lines of

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development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).

4. Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.
5. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
6. Nationality of one of the NATO Countries.
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
8. Demonstrable recent (i.e. in the last 5 years) in Quality Control and Quality Assurance of requirements development in procurement/acquisition programs.
9. Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.
10. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.
11. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with international stakeholders.

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #25 Requirements Quality Assurance Analyst

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Each Candidate for this category must have his/her own matrix

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
Demonstrable recent (i.e. in the last 5 years) experience in Quality Control and Quality Assurance of requirements development in procurement/acquisition programs.		

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<p align="center">Item</p> <p align="center">PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p align="center">Range</p> <p align="center">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years' experience.</p> <p align="center">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification.</p> <p align="center">ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p align="center">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p align="center">Score (100 pts possib le)</p>
<p>1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.</p>	<p>No (1 Points) Yes (2-5 Points)</p>		
<p>2. Quality related certifications such as the ones provided by CQI-IRCA .</p>	<p>No (1 Points) Yes (2-10 Points)</p>		
<p>3. Demonstrable recent (i.e. in the last 5 years) experience in Quality Control and Quality Assurance of requirements development in procurement/acquisition programs.</p>	<p>No (1 Points) Yes (2-20 Points)</p>		

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<p>4. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.</p>	<p>No (1 Points) Yes (2-25 Points)</p>		
<p>5. Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes</p>	<p>No (1 Points) Yes (2-20 Points)</p>		
<p>6. Demonstrable experience working in a multinational organization or NATO Command Structure (NCS) / NATO Force Structure (NFS) and familiarity with NATO agencies' role in system development.</p>	<p>No (1 Points) Yes (2-10 Points)</p>		
<p>7. Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.</p>	<p>No (1 Points) Yes (2-5 Points)</p>		
<p>8. Demonstrable proficiency in effective oral and written communication, including briefing and coordinating with international stakeholders.</p>	<p>No (1 Points) Yes (2-5 Points)</p>		

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LABOUR CATEGORY #26 – REQUIREMENTS TRACEABILITY ANALYST

Location: Norfolk, VA, USA - On-site, Mons, Belgium – On-site

Number of Candidates: Two Candidates (One in each location)

Period of Performance:

Base Period: Award – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

Option Period 3: 1 January 2027 – 31 December 2027

Option Period 4: 1 January 2028 – 31 December 2028

Tasking:

1. Provide requirements traceability analysis expertise in support of HQ SACT's requirements engineering and management processes, and specifically in support of Requirements Managers undertaking the Identification, elicitation, capture, analysis, evaluation, integration and maintenance of high-quality capability (business) requirements.
2. Support the ongoing development, population and maintenance of the requirements repository.
3. Support the maintenance of requirements in the requirements repository, ensuring correct version and configuration control, and the achievement and maintenance of the organization's requirements traceability and quality expectations.
4. Support the development and maintenance of processes relating to requirements traceability, including traceability criteria and processes, and requirements traceability reports related to the requirements life cycle.
5. Support development and improvement of requirements management tools, which enable and support the organization's requirements engineering and requirements management processes.
6. Contribute to the development of directives and standard operating procedures that relate to requirements traceability and the ACT Requirements Repository.
7. Support requirements engineering and requirements management activities where appropriate across all life cycle stages to ensure continuing integrity of the traceability processes, and that capability requirements continue to satisfy stakeholder needs.
8. Contributes to organizational continual process improvement activities.
9. Participate in workshops, seminars, conferences and meetings in support of the activities above.
10. Identify Lessons and contribute to their Learning within the organization.
11. Support to change and configuration management of requirements across the lifecycle.
12. Perform additional tasks as required by the COTR related to the labour category.

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Essential Qualifications:

1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.
2. Five years' experience in the last 10 in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability, quality and change management.
3. Experience in the evaluation of requirements traceability across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).
4. Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.
5. Demonstrated minimum NATO or National SECRET clearance with the appropriate national authority for the duration of the contract.
6. Nationality of one of the NATO Countries.
7. Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
8. Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.
9. Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.
10. Experience with IBM Rational DOORS Next or equivalent.

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Requirements Matrix

Contractor’s technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals’ résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #26 Requirements Traceability Analyst

Company Name:

Proposed Candidate Name:

Proposed Candidate’s Nationality (identify if multiple citizenship & nation):

Each Candidate for this category must have his/her own matrix

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 70 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		
Demonstrable recent (i.e. in the last 5 years) experience in managing requirements in accordance with formal configuration and change management processes.		
Demonstrable recent (i.e. in the last 5 years) experience working in support of processes that were formally certified in accordance with the ISO 9001 standard.		
Experience with IBM Rational DOORS Next or equivalent.		

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<p align="center">Item</p> <p align="center">PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p align="center">Point values assigned based on level of knowledge/experien ce in relation to the tasks contained in the SOW – not solely on the number of years’ experience. Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result is disqualification. ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p align="center">Page, Paragrap h and Line Number referenci ng where candidat es meet the criteria and how.</p>	<p align="center">Score (100 pts possible)</p>
<p>1. A University Degree in engineering, management, information systems, accounting, economics, finance, business administration, public administration, operations research, programme and project management or related disciplines.</p>	<p>No (1 Points) Yes (2-5 Points)</p>		
<p>2. Five years’ experience in the last 10 in the field of requirements engineering and/or requirements management to include elicitation, capture, development, analysis and evaluation of requirements, including the management of requirements traceability, quality and change.</p>	<p>No (1 Points) Yes (2-30 Points)</p>		

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<p>3. Experience in the evaluation of requirements traceability across comprehensive lines of development; i.e. doctrine, organization, training, materiel, leadership, personnel, facilities, and interoperability (DOTMLPFI).</p>	<p>No (1 Points) Yes (2-25 Points)</p>		
<p>4. Experience in requirements development, either as a hands-on requirements author and/or facilitator of requirements development sessions.</p>	<p>No (1 Points) Yes (2-25 Points)</p>		
<p>5. Demonstrable recent (i.e. in the last 5 years) experience in using project management software such as Jira and/or the use of Kanban boards in the management of a project or programme.</p>	<p>No (1 Points) Yes (2-5 Points)</p>		
<p>6. Experience with IBM Rational DOORS Next or equivalent.</p>	<p>No (1 Points) Yes (2-10 Points)</p>		

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LABOR CATEGORY #27 – ECAB Support Analysts

Location: Norfolk, VA, USA, on-site.

Number of Candidates: Two Candidates (These candidates will be filled by the same company)

Period of Performance:

Base Period: Contract Award – 31 December 2024

Option Period 1: 1 January 2025 – 31 December 2025

Option Period 2: 1 January 2026 – 31 December 2026

BACKGROUND AND SCOPE OF WORK

ECAB staff officers are prepared to complete above mentioned 1-7 activities with staff officers assigned to this Branch. Activities 8-13 are new assignments to ECAB Branch that has been recently added in addition to the tasks fulfilled by the branch. Some of the work strands needs an initial leverage work that is suited for contractor support.

The scope of work for the contractor is broad; therefore, s/he needs to allocate a quite much time to be knowledgeable about some documents to have an idea of what the job entails. Those documents are including but not limited to, NATO Warfighting Capstone Concept (NWCC), Warfare Development Agenda (WDA), Bi-Sc 75-3 NATO Collective Training and Exercises Directive, Digital Transformation Implementation Strategy, Data Exploitation implementation Plan, Evaluation procedures, previous SGEs...etc. Strong collaboration with SHAPE, JWC and JFTC is required in order to fulfil the tasks.

Tasking:

1. Support the development and coordination of Warfare Development in Exercises.
 - a. Development and maintaining of 3-year WDiE rolling POW.
 - b. Coordination of the inclusion of WDiE.
 - c. Coordination of Exercise WDA Exploitation Teams.
2. Coordination of recommendations from OPFOR Study within the CE Persistent Preparation and develop initiatives associated with this study.
3. Coordinate with ACT Warfare Development Fusion (WDF) team to ensure dependencies between WDA and WDiE are understood and taken into consideration.
4. Support the development of the ACT portions of SACEUR's Guidance for ETEE (SGE).
5. Support WDA CT&E related LODs and CE
6. Identify Lessons and contribute to their Learning within the organization.
7. Represent HQ SACT JFD at applicable meetings, conferences and workshops as required.

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8. Organise and participate in workshops, seminars, conferences and meetings relevant to exercise coordination and alignment.
9. Create and staff lessons learned within the area of expertise.
10. Perform additional tasks as required by the COTR.
11. Participate in Strategic Evaluation / Observation activities
12. Support EDT experimentation in exercises

Mandatory Qualifications:

1. Candidate and Company nationality of one of the NATO member countries.
2. Candidate has a Bachelor's University degree in a related field or degree and general experience in the creation of training materials.
3. Candidate general experience in Combined and Joint Operations.
4. Candidate has experience in in the field of NATO education and training in the past ten (10) years within a complex, diverse and dynamic environment.
5. Candidate has experience working in a multinational organization or NCS / NFS and familiarity with NATO agencies' role in training and exercises.
6. Confirmation that the candidate holds a NATO Secret Security Clearance or national equivalent at the expected start date of contract.
7. Confirmation that the candidate can demonstrate proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.
8. Candidate can demonstrated high degree of proficiency in the use of the Microsoft Office.

Desired Qualifications:

1. Experience in delivery of individual and/or Collective Training.
2. Experience in the development and management of national/NATO Education and Training including Training Management Systems and/or Evaluation of E&T.
3. Experience in evaluation teams in exercises.
4. Candidate has experience in experimentation, warfare development, wargaming, lessons learned or doctrine verification in NATO or national equivalent exercises.

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Requirements Matrix

Contractor's technical proposals will be assessed on the qualifications of the both the company and individuals proposed to perform the work. Individuals' résumés will be measured against each of the criteria specified below in order to ascertain whether the individuals have adequately qualifications to be considered compliant. (HQ SACT reserves the right to conduct technical discussions of nominated candidates). Examples of how detailed knowledge levels were attained are expected. Ultimately Contractor companies shall clearly demonstrate by providing unequivocal reference to where company/key personnel meet the criteria set forth in this solicitation (please include page number, reference to CV or links as applicable).

Best Value Criteria for LABOR CATEGORY #27 ECAB Support Analysts

Company Name:

Proposed Candidate Name:

Proposed Candidate's Nationality (identify if multiple citizenship & nation):

Each Candidate for this category must have his/her own matrix

Item	Compliant	Non-Compliant
Minimum of one past performance citations within the last seven years to show that it has successfully completed work that is similar to or directly traceable to the requirements outlined in this SOW		
Demonstrated proficiency in English as defined in STANAG 6001 (Standardized Linguistic Profile (SLP) 3333 - Listening, Speaking, Reading and Writing) or equivalent.		
Active NATO or National SECRET (or higher) security clearance		
Valid NATO Nation passport with no travel restrictions to NATO nations		
Proficiency in the use of the Microsoft Office Tool suite and collaborative software		
Minimum of 30 Points in the Subject Matter Expert Criteria		
Key personnel citizen of NATO member nation (Nationality must be indicated to include other citizenships)		

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<p style="text-align: center;">Item</p> <p style="text-align: center;">PLEASE ENSURE TOTAL PTS EQUAL 100</p>	<p style="text-align: center;">Point values assigned based on level of knowledge/experience in relation to the tasks contained in the SOW – not solely on the number of years’ experience.</p> <p style="text-align: center;">Failure to provide exact reference (page, paragraph, line #, ref to CV) to where experience can be validated will result in disqualification.</p> <p style="text-align: center;">ANY SCORE OF ZERO IS NONCOMPLIANT</p>	<p style="text-align: center;">Page, Paragraph and Line Number referencing where candidates meet the criteria and how.</p>	<p style="text-align: center;">Score (100 pts possible)</p>
<p>1. Candidate has a Bachelor’s University degree in a related field or degree and general experience in the creation of training materials. (0 is non-compliant)</p>	<p>No (0 Points) Yes (1-5 Points)</p>		
<p>2. Candidate general experience in Combined and Joint Operations</p>	<p>No (0 Points) Yes (1-5 Points)</p>		
<p>3. Candidate has experience in the field of NATO education and training in the past ten (10) years within a complex, diverse and dynamic environment.</p>	<p>Less than a year of experience: 0 Points (non-compliant)</p> <p>1-3 years’ experience – 1-6 points</p> <p>3-6 years’ experience – 7-12 points</p> <p>6+ years’ experience – 13-15 points</p>		
<p>4. Candidate has experience working in a multinational organization or NCS / NFS and familiarity with NATO agencies’ role in training and exercises.</p>	<p>Less than one year is non-compliant</p> <p>1-3 years’ experience – 1-6 points</p> <p>3-6 years’ experience – 7-12 points</p> <p>6+ years’ experience – 13-15 points</p>		

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<p>5. Experience in delivery of individual and/or Collective Training.</p>	<p>No (1 Points) Yes (2-15 Points)</p>		
<p>6. Experience in the development and management of national/NATO Education and Training including Training Management Systems and/or Evaluation of E&T.</p>	<p>No (1 Points) Yes (2-15 Points)</p>		
<p>7. Experience in evaluation teams in exercises</p>	<p>No (1 Points) Yes (2-15 Points)</p>		
<p>8. Candidate has experience in experimentation, warfare development, wargaming, lessons learned or doctrine verification in NATO or national equivalent exercises.</p>	<p>No experience – 0 points experience in one exercise – 1-5 points experience 2-5 exercises – 5-10 points experience +5 –exercises 10-15 points</p>		